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# On Air - Finnair Employees in Social Media

New Opportunities of Activism

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Helsinki Metropolia University of Applied Sciences

Master of Arts

Media Production

Thesis

08.05.2014

Author Title	Nuutti Toivonen On Air - Finnair Employees in Social Media: New Opportunities of Activism
Number of Pages Date	54 pages + 3 appendices 08 May 2014
Degree	Master or Arts
Degree Programme	Media Production
Instructor	Gwenaëlle Bauvois, Ph.D.
<p>Social media has transformed the way customers and companies communicate with each other. The customer decision journey has changed from a linear sequence to a dynamic series of evaluation cycles. Companies that reach their customers with emotional appeal are often winners.</p> <p>Employees have not stood still, either, as social media has provided a new medium of activism. Organizations have started to realize both the risks and the opportunities that await them when employees identify themselves publicly with their employer. Some of the pioneering companies that have harnessed the potential of social media have been successful in finding new ways of doing marketing and customer service while empowering their employees.</p> <p>I researched Finnair employees' habits and views on social media with an online survey that gained responses from 694 participants. Although the majority of employees were either not active in social media or shared some concerns regarding their privacy, there still were a number of those who were active in sharing content on social media while bringing out their employment with Finnair. Since the survey Finnair has started to promote employee activism in social media, and in particular on the microblogging service Twitter.</p> <p>Social media may not be for everybody, but assuming more and more employees are adopting new channels, new devices and new abilities, organizations cannot ignore the enormous potential that its employees hold to tint the company image with brilliant colours.</p>	
Keywords	employee engagement, social media, marketing

Tekijä Otsikko  Sivumäärä Aika	Nuutti Toivonen On Air - finnairilaiset sosiaalisessa mediassa: uusja mahdollisuuksia aktivismista  54 sivua + 3 liitettä 08.05.2014
Tutkinto	Medianomi (YAMK)
Koulutusohjelma	Mediatuottaminen
Ohjaaja	YTT Gwenaëlle Bauvois
<p>Sosiaalinen media on muokannut tapoja joilla yritykset ja asiakkaat kommunikoivat toisilleen. Kuluttajien tavat tehdä ostopäätöksiä ja samastua brändeihin ovat muuttuneet yksinkertaisesta päättelystä monimutkaisiksi sykleiksi tuotteiden ja tuotelupausten arviointia. Menestyvät yritykset tavoittavat asiakkaansa myös emotionaalisella tasolla.</p> <p>Työntekijät ovat löytäneet sosiaalisesta mediasta uudenlaisen kanavan saada äänensä kuuluville, ja organisaatiot ovat havahtuneet sekä aktivismin riskeihin että sen mahdollisuuksiin. Edelläkävijäyritykset ovat onnistuneet valjastamaan sosiaalisen median ja löytämään uusia tapoja palvella asiakasta ja markkinoida tuotteitaan, motivoiden ja sitouttaen työntekijöitään.</p> <p>Tutkin Finnairin työntekijöiden digitaalisen jakamisen tapoja ja suhtautumista sosiaaliseen mediaan verkkokyselyn avulla. Kyselyyn vastasi 694 finnairilaista. Vaikka enemmistöllä työntekijöistä oli joko etäinen suhde sosiaaliseen mediaan tai huoli yksityisyydestään, joukossa oli aktiivisia sisällön jakajia jotka toivat finnairilaisuutensa avoimesti esille sosiaalisen median kanavissa. Kyselyn teettämisen jälkeen Finnairissa on ryhdytty kannustamaan aktivismiin erityisesti mikroblogipalvelu Twitterissä.</p> <p>Sosiaalinen media ei sovi kaikkien pirtaan, mutta sitä mukaa kun työntekijät omaksuvat uusia kanavia, uusia välineitä ja uutta osaamista, organisaatioiden täytyy olla yhä valmiimpia hyödyntämään ja vaalimaan jäsentensä huikeita mahdollisuuksia tuoda yrityskuvaan uusia sävyjä.</p>	
Avainsanat	työntekijän sitouttaminen, sosiaalinen media, markkinointi

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## 1 Introduction

Finnair is an airline that carries roughly 8 million passengers yearly, equalling some 22 million passenger flight kilometres. The company today has a little over 6000 employees, of which at least half work more or less directly with the customer.

Commercial aviation is a rapidly changing business that not only relates to travel, but often attracts public interest in the whole operational and commercial field that airlines accommodate. Finnair's public image has traditionally been quite safety-oriented, emphasizing punctuality and accuracy - rather than giving its brand a human feel.

On the other hand, this has started to change in the last few years. New service concepts and design statements have given Finnair perhaps a little more sophisticated appeal, and the company has followed its customers to Facebook and Twitter to enable new colours and tones to its brand.

There is also clear evidence that we have employees that are very committed to the company, connecting to the brand on an emotional level. A recent Bollywood-style dancing flash mob in the crew lobby further developed into a live performance in the cabin of a Delhi-bound two-aisle aircraft on India's republic day. The video (Finnair 2012) went viral on YouTube, but for me it was interesting that the original flash mob was entirely the employees' own design, perhaps with little marketing value in mind.

Discussing with our social media manager got me interested in spontaneous employee activity in social media. We have acknowledged that many of our colleagues are active in social media, and many are known for carrying a smartphone with them, regardless of whether they work in the office, technical facilities or on long-haul flights that take them to stay overnight in New York or Singapore. So the idea of instantly creating content (e.g. a snapshot with the smartphone camera) and effortlessly sharing it publicly would provide potential customers with a peek behind the cabin curtain, or just something positive or funny that would add to the value of our brand. In addition, encouraging employees to be active in this area could develop mutual engagement between the employees and the company, not least because recent redundancies and negative media attention have threatened employees' trust in their employer.

There already are a lot of references to utilizing social media in marketing. Some articles refer to harnessing employees to actively participate in this with content creation. It seems though that combining employee engagement with social media as a study field is still relatively new and leaves a lot to explore, and hopefully something valuable to achieve.

## **2 Employee engagement and social media marketing**

### **2.1 Motivated employees**

Basic human needs are pretty universal, and so are the most substantial principles of employment: companies pay employees to carry out their tasks. In addition to salary, employees may expect to get other benefits that have some measurable value (like inexpensive flight tickets, in the case of airline staff). In most organizations it is also a common practice to set some rules to follow, and failing to comply or falling short of accomplishing a duty would have consequences. The same applies for collaborative labour agreements. These simple principles have provided basic safety for the employees, helped companies to prosper and aided nations to develop economically.

But making sure that these basic laws of employment are in place may not be enough to keep all employees happy. Engaging employees in the long run may need more than just the traditional methods of rewards and punishments. Daniel H. Pink states in his best-seller book *Drive: The Surprising Truth About What Motivates Us* (2009) that the nature of doing business has changed in many industries in recent years and decades – and there are now plenty of employees that have much more complex duties and challenges in front of them than in the early days of industrialization when each employee was responsible for a specific task in the production chain. Surely most companies still hire people to perform very specific duties with clearly communicated responsibilities, but it is not uncommon that the simplest and most labour-intensive tasks have been outsourced to countries where labour is cheaper and more traditional laws of employment still apply, including monitoring and continuously controlling how effectively employees perform their tasks. (Pink 2009, 28-30.)

So to achieve the goals set to them or to their team, many employees in modern businesses have to be adaptive and flexible thinkers-players rather than robotic machines. Their workload may vary quite a bit from day to day, and getting the job done usually requires at least some independence and individual decision-making. Thus many of us would feel uncomfortable having a supervisor closely monitoring every minor step that we take during the day. (Pink 2009, 28-29, 102.)

Very much in the same fashion, Pink notes that monetary rewards may not ultimately drive us to do our best year after year. Money motivates us up to a certain level, but it still is an extrinsic driver. (Pink 2009, 42-46.)

With various examples from modern American companies, Pink showcases how much better we perform if we get to decide ourselves how to achieve our goals – in some cases, deciding from scratch *what* we want to do. There now are companies that grant one day a week to their employees to work on whatever project they are interested in, with whom they feel like doing it. (Pink 2009, 92-98.)

Naturally this kind of freedom cannot apply to all kinds of jobs. But the most innovative companies have managed to change things quite a bit even in environments such as call centres, that normally would restrict employees to sit in their cubicles, answering the phone almost robotically and following a strict menu of scripts and questions to help the (often frustrated) customer. Some of these call centres have 100% employee turnover in a year, and that is probably more due to the lack of intrinsic motivators than due to the salary. In the simplest form the only instructions a call centre would give to their clerks is to serve the customer as well as they can, without any rules or scripts that would restrict their job to acting a monotonic answering machine, encouraging them to handle each customer in a way they themselves choose to work best. So there is place for autonomy even in jobs that may not seem to offer the highest level of independence and freedom. (Pink 2009, 101-104.)

Pink describes how after the satisfaction of basic biological or “compulsory” needs - like hunger for food or the desire to have sex and reproduce – the human race has advanced to build societies and to industrialize nations. He labels this second stage in human evolution as *Motivation 2.0*, a system that is based on extrinsic rewards and punishments. (Pink 2009, 18)

He mentions that while science now has proved that this system no longer can provide progress and well-being for the materially satisfied and technologically advanced societies, it has played an essential role throughout the industrial and economical achievements during the past couple of centuries (Pink 2009, 19, 60-64, 69).

On the other hand, many key achievements in recent history like in fields like medicine or science, not to mention technological leapfrogs such as inventing printing press or harnessing electricity, have been driven by the intrinsic drives of *autonomy*, *mastery* and *purpose* (Pink 2009, 85-141).

Those three drives enable *Motivation 3.0*, a new operating system to develop businesses as well as whole societies (Pink 2009, 77). People want autonomy in what they do; they practise for hours, days, weeks, months and years to play an instrument or to master a skill – without a penny of monetary rewards; and they volunteer in charity or dedicate their time to their family and loved ones, and to what they feel is giving higher purpose to life than material wealth, power or admiration from other people (Pink 2009, 133-139). The very same drives can be found in every industry or field of business and the severe gap between Motivation 2.0, still widely as the norm in most companies, and the next level of engagement based of intrinsic drives, has gotten alarmingly wide (Pink 2009, 145).

But there is hope, says Pink and points to the rapidly growing generation of post-war baby-boomers than have been started to retire from employment in the very recent years. In some countries, they may have a life expectancy that gives them as many as 25 years ahead of them, and many of them are in mint physical condition to still be active and pursue meaningful content in their lives. For the first time ever, the planet now will have more people over age 65 than under age five. (Pink 2009, 131-135.)

On the other hand, the second largest adult mass belongs to what is often dubbed as Generation Y (also “echo boomers” or “millennials”), and they have plenty of years ahead of them to change the way things are done at work (Pink 2009, 135-137). Intrinsic factors should drive whole organizations in the same way they drive individuals, Pink states (Pink 2009, 146).

Susie Cranston and Scott Keller (2013) from the leadership consulting group McKinsey use the example of athletes or factory workers to describe what often is referred to as

“flow”: a pace of high performance and satisfaction. This state of mind and action is applicable to individuals in the fields of sports and arts as well as in business. Cranston and Keller label three motivational factors that executives should embrace in their company to help employees achieve such state: intellectual quotient (IQ), emotional quotient (EQ) and meaning quotient (MQ). (Cranston and Keller 2013.)

IQ builds on each employee being aware of their roles and objectives as well as being able to access the required resources and knowledge to pursue their goals with satisfaction. EQ, on the other hand, is a dimension of trust and respect in the work community, spiced with constructive debate and humour – just a general feeling of positive interdependence among employees. MQ stands for meaning and choice in what we do. Cranston and Keller consider IQ and EQ as essential basic elements in enabling peak performance, but they remain lacking without MQ, the third drive that builds on a sense of meaning and purpose. (Cranston and Keller 2013.)

And so it goes that meaning quotient (MQ) turned out to be the most described factor when Cranston and Keller met and questioned more than 5000 executives in their workshops during a whole decade. A working environment with high levels of IQ, EQ and MQ had in the executives’ stories enabled them and their employees to have a peak level of as high as five times more productive working performance. On the other hand, most executives reported that in their organization performance is at this level only about 10 percent of the time, and MQ-related issues were mentioned as the bottleneck by over 90 percent of the executives. So MQ seems to be not only a key factor for motivation, but also the most absent one in working environments. Yet MQ is about simple things like feeling that what we do makes a difference and that it may be something that has not been done before – quite similar to what Daniel H. Pink describes when he explains how the sense of higher purpose drives us to better results and happiness in life. (Cranston & Keller 2013, 4-5.)

Cranston and Keller present three strategic methods as examples of how to promote MQ in companies and working communities. They note that the chosen examples are among the most powerful, but at the same time some of the most counterintuitive and overlooked methods. (Cranston and Keller 2013, 7-12.)

The first is about how we communicate goals in our business. Most often, Cranston and Keller state, the stories that we tell employees about the current state and what

needs to be done, are stories built around the company, such as ones stating that the company needs to invest in order to be successful, and performance needs to improve so that we can make the business more profitable. Such stories appeal to a very limited audience of employees. (Cranston and Keller 2013, 7.)

Cranston and Keller suggest that in addition to the company itself, there are four other key players to build the story around: the society, the customer, the working team and the employee themselves. How can we change our strategy so that we add value to the society? How can we make the customer's life easier? How can we support teams to provide a caring working environment? How can we provide you opportunities to develop yourself as an employee, and how can we enable a more substantial feel of purpose in your work? Including all of these four additional substances in the narratives about the company strategy can reach many more employees than just the traditional company-centred turnaround story. (Cranston and Keller 2013, 7-8.)

As an example Cranston and Keller provide evidence from a large US financial-services company where employees started to hinder the newly launched cost-savings program. The management then decided to change the way employees were communicated about the changes and included the other four aspects to the story. As a result of a clear rise in employee engagement to the new strategy was measured in the next pulse survey. (Cranston and Keller 2013, 8.)

The second example of how to promote MQ in the working community is not so much about telling employees about new strategies but more about asking employees themselves about how they see things and how they together with their co-workers would change things up in their business area. (Cranston and Keller 2013, 9-11.)

The third method is about small, unexpected rewards. Cranston and Keller state that typical compensation plans are based on scorecards with multiple key performance indicators that reflect achievements an individual employee can find very difficult to pursue. Instead, rewarding employees unexpectedly after a job well done, or simply acknowledging their efforts with thanking them may often promote MQ much more than periodical scorecard plans. (Cranston and Keller 2013, 11-12.)

Teresa Amabile and Steven Kramer (2012) wrote an article about how upper-level management can fail to support progress and thus damage employee engagement

when developing and implementing new strategies in their company. Referring to their previous research data on all management levels (see Amabile and Kramer 2011a), they identified four (avoidable) traps that lie in wait for senior executives (Amabile and Kramer 2012, 1-2).

The first one is what the authors describe as “mediocrity signals”. Turnover strategies often are advertised with high-flown adjectives and a sense of progress and innovation, but the execution of these programs and “trench-level” methods often have little to do with such virtues. Instead, employees soon notice how they continue to produce the same products with the same tools as before, but with cost-cuttings and quality deterioration – so they feel like they have even less chances of challenging their competitors in the industry. Furthermore, in some cases new ideas and developments are suspended rather than embraced. (Amabile and Kramer 2012, 3-4.)

The second trap is what the authors label as “strategic ADD” (attention deficit disorder). Senior executives are acting as if they were closely following what is happening in the surrounding world and what the competition is doing, but they lack patience to discover whether new initiatives are working and fail to support strategic shifts at employee level before moving on to the next initiative. So the top management has too short an attention span to successfully complete what they have started, and they can’t keep their act together on where they and the company should be going. (Amabile and Kramer 2012, 4-5.)

The third trap that the authors identified was nicknamed as corporate “Keystone Kops”, referring to the title of a popular series of silent-film comedies in the early days of cinema. The series featured incompetent policemen that would run around in circles and mess things up pretty bad, in a comical manner. The series title matched what Amabile and Kramer identified as miscoordination among executives, so that they would either act in a way that would be confusing, or fail to act when it was needed. Signals that reached employee level were inconsistent and meetings suffered from the absence of relevant experts of the subject. (Amabile and Kramer 2012, 5-6.)

Lastly, the fourth avoidable trap for senior executives according to Amabile and Kramer were “big, hairy, audacious goals” (BHAGs, pronounced bee-hags) without relevant substance or a plan how to implement them. For some companies BHAGs may provide a connection between company strategy and the employees, with an emotional appeal,

such as Google's aim to "organize the world's information and make it universally accessible and useful". But for many corporations the goals are way too bold or surreal for the performing latitudes of the organization, thus staying irrelevant or out of scope for the employees. The BHAG would then in fact turn into a "meaning vacuum". (Amabile and Kramer 2012, 6.)

The authors' research data also revealed an exemplary company that had bypassed the traps successfully. Discussing with the head of that particular firm, Amabile and Kramer formulated a few ideas of how to avoid the traps that could compromise successful top-level management: executives must focus on strategic clarity and consistency with goals that are compatible with the performing employees' capabilities and tools, and support innovation of processes rather than products; they have to acknowledge the employee perspective and try to remember how it was like when they first started working "in the trenches"; and they should set up an early-warning system with audit trails that would highlight possible pain points or incompatibilities between the view from the top and the ground level. (Amabile and Kramer 2012, 7.)

The authors also mention another success story: Xerox, a company that was on the verge of bankruptcy in 2000, when the newly appointed head Anne Mulcahy decided to fight together with the employees and helped to carry the company through four years of struggle to eventual success. They note that executives are in the best position in the company to identify what makes work meaningful for the employees, and for themselves. (Amabile and Kramer 2012, 7-8.)

## 2.2 Employees in social media

### 2.2.1 An opportunity for customer service and marketing

Along the potential empowerment of their employees, companies have begun to acknowledge the significant capabilities that active employees hold for promoting business, regardless of their main function in the organization. Social media is a shortcut to equal conversation across geographical or structural borders and it thus has opened doors to both critical employees as well as those that could become active ambassadors that enrich the company's image right in front of its customers' eyes. There now has to be a strategy and a policy, not just for reputation management but for

cherishing this new potential that could change the way customer service and marketing are done tomorrow.

Sabrina Helm (2011) studied employees' awareness of their impact on corporate reputation. She notes that since a company's reputation is a result of interaction with its stakeholders, the key role of employees as reputation drivers has to be recognized. However, according to Helm's survey that reached over 400 employees in some of the most admired companies in the US, employees are not necessarily aware of this role, nor are they prepared for it. As a result of the survey Helm concludes that while the externally perceivable corporate reputation has a strong impact on employees' pride in their membership of the company, it may not be a guarantee of the employees' awareness of their own contribution to the company's reputation. (Helm 2011, 657-663).

Chris Boudreaux (2011, 274-285) explains how the importance of social media policies can no longer be denied in companies. Employees will access social media regardless of whether they have a company social media policy at their disposal. There may be a need for specific policies for employees that are actually working in social media, as customer service representatives or otherwise. But more importantly, there should be a general policy that applies to all of the company's employees, in order to protect the company from possible harm, and in order to help employees to protect themselves. The most common concerns relate to the company's reputation, copyright traps, failing to refer to sources as well as ethical matters. But in order to really benefit from the presence of their employees in social media, a company needs to do more. (Boudreaux 2011, 274-280.)

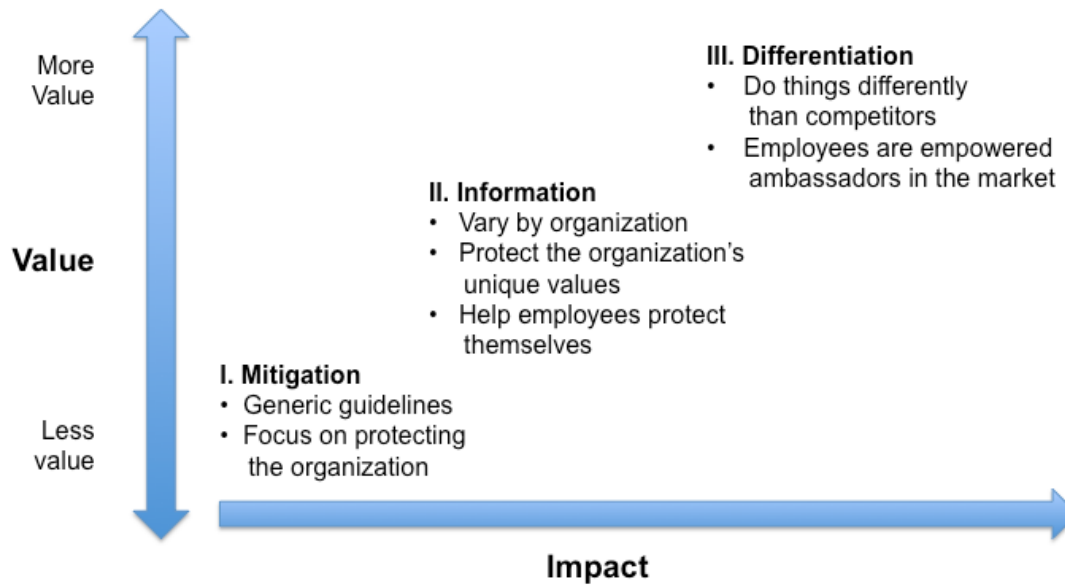


Figure 1. Three stages of social media policies' evolution (adapted from Boudreaux 2011, 280).

Figure 1 shows the evolutionary steps that social media strategies and policies often enforce. In the first stage social media policies generally focus on protecting the company and its reputation. This (often rushed) stage is called *mitigation*, since the policy mostly includes instructions regarding what the employees should not do in social media. Most policies in this first stage look very similar from company to company as it only addresses the common risks. (Boudreaux 2011, 280-281.)

The second stage's keyword is *information*. In this stage goals and properties that are unique to the company are being included in the policy, and employee security is also a concern. The policy starts to reflect the company's culture and managers may be trained to be on top of the policy. (Boudreaux 2010, 281,283.)

Stepping up to the third stage (*differentiation*) enables the added value that social media can provide to a company and to its employees. Now the policy encourages employees to be active in social media, and the company's brand gains new colours and tones that help it to further differentiate itself in the market. In front of the policy the employees have changed from potential risk to manageable workforce to capable and empowered ambassadors of the company in the most visited channels that exist in the digital environment. (Boudreaux 2010, 281,283.)

If the behaviour of younger generations can be taken as a prediction of social dynamics at workplaces of the future, employees themselves will have relatively few concerns about the publicity of their activity in social. In a US survey that questioned approximately 2500 North American undergraduate students, some ambivalence was found in the respondents' views on the level of privacy in social media. Although 35% of the survey participants implied concerns about their current or future employer accessing their social network profile, 41% had no concerns on the matter. (Sánchez Abril, Levin & Del Riego 2012, 96-100.)

The public relations consulting firm Weber Shandwick (in partnership with KRC Research) surveyed 2300 employees from around the world to explore “the employee activist movement” to help companies and organizations understand what they have to do in order to benefit from this phenomenon that has recently emerged online and off. The survey respondents from 15 countries were between the ages 18 and 65 and they worked for 30 hours per week or more in an organization or company that employed at least 500 people. (Weber Shandwick 2014a, 1-3.)

As one of the findings from the study the report states that employers are generally not effectively communicating to their employees – for example, only one in four participant thought their employer did a good job keeping them well informed. Communications from top and senior executives were worst rated. Only about three in 10 employees were deeply engaged with their employer. (Weber Shandwick 2014a, 5-6.)

According to the report, 33% of the employees that participated the survey admitted that their employers had encouraged them to share news and information about the organization. On the other hand, 33% of the employees in the survey had posted messages, pictures or videos about their employer in social media often or from time-to-time without any encouragement from the employer. Leadership was recognized as the top driver of employee activism, followed by internal communications, HR/employee development and corporate social responsibility. (Weber Shandwick 2014a, 7, 9-10.)

But in practice, how do employers encourage employees to activism in social media? According to the survey, 55% of the employees had been provided readily accessible tools to use in social media. Half of the participants had been provided with messages about their employer for use in social media, 42% had been provided with easy-to-

understand instructions on using social media and 37% had been provided training. (Weber Shandwick 2014a, 11.)

Finally the report concludes:

It [employee activism] needs to be accepted and proactively managed. Just focusing on employee ambassadors or champions is not enough anymore in an always-on and super-enabled environment. Employers will increasingly need a band of employees who can take action by spreading the right messages for them, helping them recruit the best of the best or defending their position when they are under scrutiny. Organizations need to move quickly since employees are already taking matters into their own hands and, left unattended for too long, will define their employers' brands and reputations on their own. Social media enhances this risk, but also the opportunities.

To ensure they define brand and reputation in the most authentic light and win support during the tough times as well as the easier ones, employers need to provide a culture of trust that is rooted at the leadership level. Employers need to communicate with employees in ways that are relevant to them, with messages tailored for a variety of worker segments.

Employees will continue to rise to new heights of influence. This influence needs to be tapped into so that employers can maximize the opportunity of this exciting and transformative movement.

(Weber Shandwick 2014a, 23.)

Brian Sheehan (2010, 10-13) describes how online marketing has changed the way marketing messages are being transmitted to customers. Although the terms Web 1.0 and Web 2.0 have various interpretations of their meaning, in marketing world the latter stage of real interactivity on the common internet initiated a profound change in the way companies communicate to their customers (Sheehan 2010, 10-11). Figure 2 shows how Sheehan describes the traditional and the internet-driven interactive communications models (Sheehan 2010, 13).

### Traditional communications model



### Interactive communications model

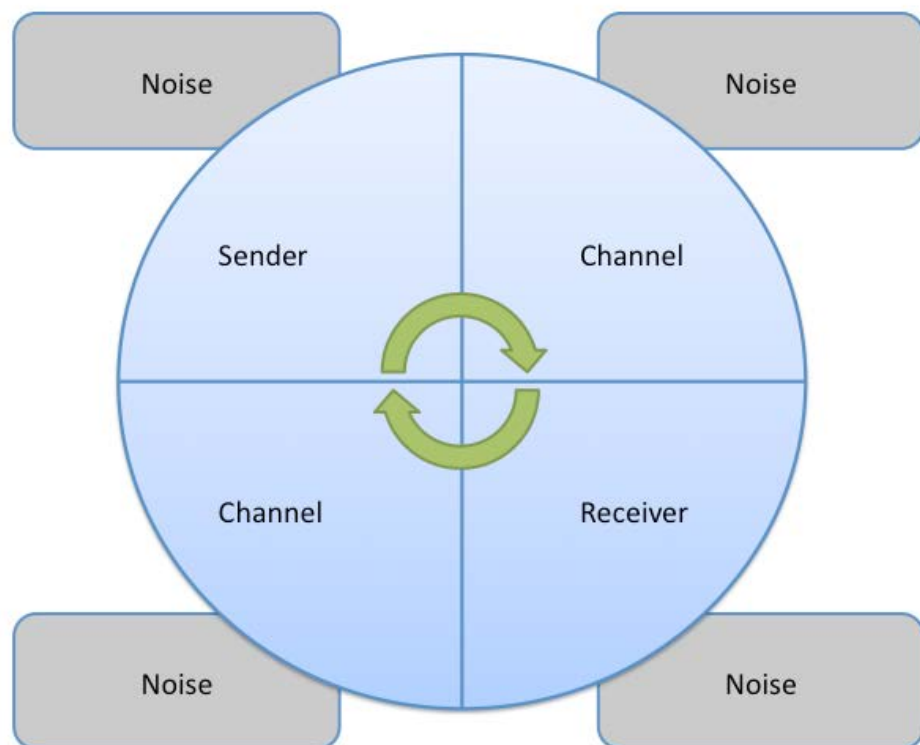


Figure 2. Traditional and interactive communications models (adapted from Sheehan 2010, 13).

In the traditional model, marketing messages are sent from the marketer to the consumer in a straightforward manner through a channel, such as television, print advertising or the earlier online environment. Advertising clutter, consumer inattention or negative publicity, for example, can add distraction that Sheehan calls “noise”,

between the marketer (sender) and the consumer (receiver). Similarly, this noise is present in the interactive model as well. It is often louder in comparison with the traditional marketing model, since more messaging between the marketer and the consumer adds to the possibility of misinterpretation. (Sheehan 2010, 11-13.)

Sheehan also marks the beginning of the social media era, that some have labelled as Web 3.0. In this stage the interactivity has expanded to consumer-to-consumer messaging. He notes that while this has opened new horizons and opportunities for marketing, it also has added complexity to the communications dynamics. (Sheehan 2010, 10-11.)

Roxane Divol, David Edelman and Hugo Sarrazin (2012) try to demystify social media in the eyes of company management. They have identified four primary functions of social media as a marketing tool: to monitor, to respond, to amplify and to lead consumer behaviour. They state that along the march of the digital and social ages the consumer decision path has transformed from a deductive, funnel-shaped linear sequence to a dynamic combination of feedback cycles that contain various touch points that companies could reach in their efforts to market their products and engage their customers. Figure 3 exhibits how those functions meet the customer decision journey. (Divol et al. 2012, 2-4.)

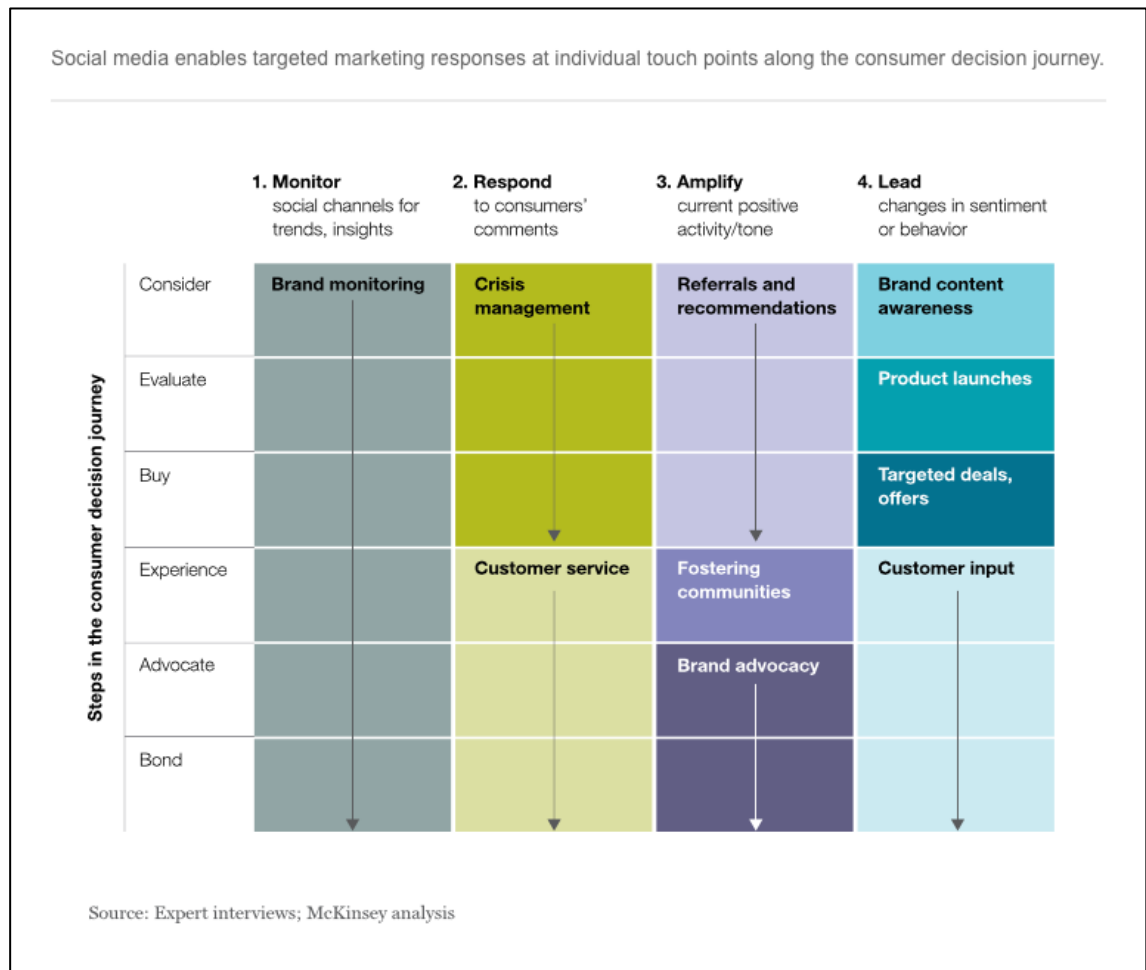


Figure 3. Marketing responses in social media at different touch points along the consumer decision journey (Divol et al. 2012, 6).

Tom French, Laura LaBerge and Paul Magill (2011) note how marketing often needs restructuring in companies due to the interactive nature of marketing that has made “push” marketing in mass media less relevant than what it used to be:

In essence, companies need to become marketing vehicles, and the marketing organization itself needs to become the customer-engagement engine, responsible for establishing priorities and stimulating dialogue throughout the enterprise as it seeks to design, build, operate, and renew cutting-edge customer-engagement approaches (French et al. 2011, 2).

They also point out that functional or business ownership is not important; whoever is best placed to tackle an activity, should do so (French et al. 2011, 4).

Tamar Weinberg (2009, 125-139) showcases the microblogging channel Twitter as a capable tool for sales generation, customer service, brand awareness and client acquisition. Sales campaigns through Twitter have generated income for both large and smaller companies. But customer service is still perhaps the dimension that has most revolutionized the relationship and communication between companies and their customers. One pioneering company from the commercial aviation industry is the US based airline JetBlue; they went on Twitter initially after observing the channel and finding opportunities to lift the company's profile. Morgan Johnston, JetBlue's manager of Corporate Communications notes, though, that most of their customer service issues are handled via Twitter's direct messaging function instead of tweeting passenger details publicly. (Weinberg 2009, 129-133.)

Zappos, a major online shoe retailer in the US, provides an example of successfully combining customer service and employee engagement with Twitter. The high amount of employees using the service and indentifying themselves as Zappos people has been a booster for the company's mission to convey a positive culture in their business. This has also generated a lot of positive and engaging activity not only with customers, but internally among the employees, as well. Zappos has also discovered that while a great deal of reputational challenges appear on the web, being actively involved also does the reverse: good customer experiences spread instantaneously on Twitter and this has helped its brand to grow and attract enthusiasm. (Weinberg 2009, 134-135.)

### 2.2.2 Cultural considerations

Finnair employs hundreds of people that are native speakers of other languages than Finnish and that come from different ethnical backgrounds. The largest non-Finnish-speaking employee groups are Finnair's cabin crew based in Asian destination cities, and after the survey that I conducted for this project Finnair has set up a new regional crew base in New York, again with local cabin attendants. The English version of the survey should have reached both a few hundred Asian crew members as well as other employees in Finland and around the world that were not capable of participating in the survey in Finnish.

Cindy Chiu, Chris Ip and Ari Silverman (2012) describe the differences of social media behaviour between China and the west. They note that (contrary to Japan, for instance) consumers in China often have multiple social media accounts in use. From a

marketing point of view there is another thing that separates Chinese consumers from their US counterparts: their scepticism towards formal institutions and authorities favours opinion leaders in social media, because people simply rely on recommendations from other consumers in their purchase decisions, rather than marketing statements directly from companies. Thus many companies have employed artificial writers that present themselves to the audience as equal consumers. (Chiu et al. 2012, 1-3.)

The Asia Pacific Edition of the Weber Shandwick survey report on employee activism (covering employees from 8 different countries in that region including Australia, China, India and Japan) points out how 40% of the respondents indicated employer encouragement to use social media to share news and information about their work or employer, and 45% had shared positive comments online about their employer; both percentages above the global survey average. On the other hand, “InActives” comprised a higher share of the participants from the Asia Pacific region (27%) than the global survey average (22%) – according to the study, these are employees that are the least likely to put a great deal of effort in their jobs and few of them can explain what their employer does. (Weber Shandwick 2014b.)

### 2.2.3 The world's most tweeting airline?

One recent development at Finnair is the increased amount of customers connecting to the company's Twitter channels to ask a question or to share the Finnair experience. In addition to problems relating to the outsourced catering employees' high absence rates in the autumn of 2013, some unions set up a strike threat that triggered numerous flight cancellations in November 2013. During the most critical days Finnair's customer service in Twitter proved valuable, in the same fashion as in the earlier example of the US-based airline JetBlue (Weinberg 2009, 129-133).

In late 2013, Finnair communications also started Twitter training workshops open for any interested employees introducing the quick and easy sharing tool to more people, encouraging to bring new colours and tones to Finnair's image through Twitter. The training has addressed Twitter in general as a microblogging tool as well as examples of how to use it to identify with Finnair and how to share a common Finnair experience. Although Finnair has used Twitter for customer service for some time now, this employee campaign has given a new boost on the company's Twitter channels. The

goal is set high: to make Finnair the most tweeting airline in the world (Varamäki 2014).

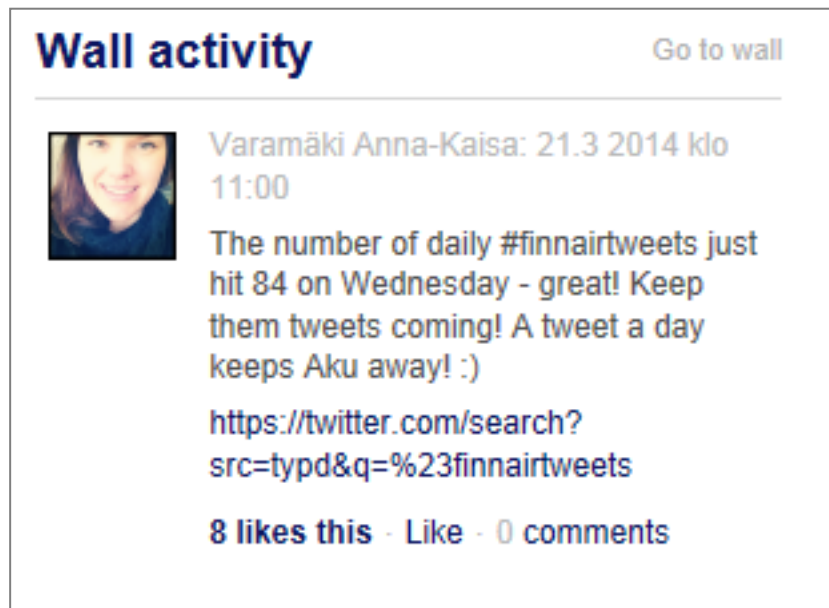


Figure 4. Finnair's Social Media Manager on the intranet, cheering for Twitter activism.

Figure 4 shows a screenshot from Finnair intranet's employee wall in 2014 when the Twitter campaign had taken off after several workshops and some buzz online. An event to promote Finnair's journey to become the most tweeting airline in the world is also in the making for summer 2014. See Appendix 1 for Finnair's general social media guidelines.

### 3 Survey: Finnair employees in social media

#### 3.1 Data collection

I decided to design an online survey in order to find out about Finnair employees' habits and views on using social media and its many channels. Since no employer-owned licence was available for use to conduct a survey, I started with evaluating various web-based survey products. Upon closer inspection a service called SurveyMonkey (<http://www.surveymonkey.com> - widely used in different industries,

including large and well-recognized companies) seemed to offer the most flexible tools and the best value for my purposes so I went on to design a draft version of the survey.

I opened an early test version of the survey in Finnish to 20 colleagues representing different business units and areas of operation and sent them email inviting them to visit the survey and give their evaluation of it. Altogether 16 of them were available and kind enough to participate and as a result I got valuable feedback on how to further improve the questionnaire's substance and readability.

I then went on to finalize the Finnish version of the survey (see Appendix 2). As the majority of the target group (Finnair employees) were native Finnish speakers - and even though many of them use English at work on a daily basis - I felt like the choice of conducting the survey in English only would still rule out many potential respondents and actually be in favour of some employee groups more than others.

However, I did translate the survey to English (see Appendix 3) for two purposes: to enable data collection from groups where the employees had little or no fluency in Finnish, such as cabin crew or other staff based in Finnair's Asian destination cities – and to be able to report the results here in English from both language versions of the survey.

Most questions in the survey were compulsory in the sense that the participant could not move on to the next page of the survey without answering to all questions on the previous page. However, if the respondent wished, they had the chance to go back to previous pages and alter their choices before submitting the questionnaire data on the final page. There were also two questions regarding touch-screen smartphones and tablets that had a skip logic applied to them – meaning when the respondent would report having the mentioned device in their use, they would be presented with an additional page asking about the device's operating system.

Few of the questions had a really neutral answer option, either, meaning that the participant would have to settle with whatever option they felt was closest to their situation or opinion regarding each question. Questions relating to simple background information (such as gender and age) naturally did not have the possibility of a conflict, but others may have had the participant wondering if any of the options really apply to them. This was one of the main reasons I wanted to test the survey beforehand. In

some questions the respondent had the opportunity to choose none, or multiple options. There was also one voluntary open question on the last page that allowed a free-format answer.

I opened the survey on SurveyMonkey's website on Friday 12<sup>th</sup> of April 2013 before noon. An invitation letter via email was sent to Finnair's employees as a joint effort with Finnair Communications. I had discussed with them about which employee groups should be included and if there were some that should be left out. As some of the study's key aspects were related to brand value and marketing, we came to the conclusion that all employee groups that work under the Finnair brand should be included, but those subsidiaries that had their own brand would be left out. So for instance Finnair Cargo's and Finnair Flight Academy's employees were included despite the fact that those are both affiliate businesses that operate on their own, whereas travel services such as Aurinkomatkat (Suntours Ltd) were left out since they operate under their own brand.

I used the invitation letter to encourage its recipients to participate regardless of how much or little they used social media. I also stated that responding would happen anonymously and that it would take about five minutes. My contact e-mail was also presented in the invitation letter for any questions or comments. In the end I only got a message from one participant (wishing to further specify her answer to the last voluntary free-format question) and this along with the earlier comments from the test survey convinced me of having designed and formatted the survey in such way that the participants could most of the time easily find a suitable option to reflect their views on each topic.

The survey was set to close on Tuesday 23<sup>rd</sup> of April 2013 at midnight. I was initially a little worried about whether eleven full days would be enough, but my worries were soon gone as the Finnish version of the survey got 357 responses just on the opening day (in about 12 hours). This was especially assuring as the survey was opened a little before noon on a Friday, which did not leave too much time for most office workers to participate before the weekend. The opening day also ended up being the clear peak day in the number of responses as it contributed to over half of the responses in the survey. The English version also peaked on the opening day (25 responses) despite the fact that many of the target groups were based in Asia where it was already late Friday afternoon or evening at the time of sending the invitation e-mail.

Originally the survey was designed to close automatically if it would reach 500 participant for the Finnish version, or 200 participants for the English version (this was stated in both the invitation letter and on the survey opening page). However, since the number of responses was so high just on the opening day, I decided to remove this limitation and keep the survey open until the stated closure regardless of the number of responses, to enable shift workers to have their opportunity to participate as well. In total the Finnish version gained 649 participants, as the English version got responses from 45 participants.

The URL link in the invitation letter took the participants directly to the survey. As the opening page of the survey, there was a short introduction text that contained some of the same information presented in the invitation letter. It also stated that the participant would only be able to respond once to the survey. In reality there was no technical limitation to the number of times one participant could submit their responses. SurveyMonkey provides a feature that would allow blocking multiple submissions from the same IP address, but that would have prevented participating from multi-user computers, such that Finnair has in their crew lobby and terminal check-in desks, for example. Furthermore, it would not have prevented multiple responses from the same participant using multiple different locations or computers. I still wanted to state that multiple responses would not be possible as I thought it might prevent the highly unlikely but undesired manipulating of the results by responding multiple times. Looking at the response rates on different dates, and the deviations in the actual data, I have no reason to doubt that there would be any significant impact on the data through either intentional or accidental submission of multiple responses by the same participant. However, as in most studies, the possibility of such an event cannot be ruled out with 100% certainty.

### 3.2 Survey data handling

I considered merging data from both language versions, but concluded that even though I did the translation carefully and with attention to what I really wanted to ask from the participants, there would be a significant risk of invalidity of the data due to various nuances in both languages, especially since I'm not a native English speaker myself. Thus I will thoroughly report the results of the Finnish version (which covers 93,5% of all responses) and only separately (in its own chapter) look at possible variances in the data from the English version. So from now on all reference to the data

and the participants of the survey will be pointing to the Finnish version, if not otherwise stated. Please do note (as stated previously) that I'm using the English version of the questionnaire itself whenever I need to refer to the actual questions!

I wanted to pay particular attention to how Twitter performed in the survey as one of the social media channels presented, and if Twitter users and contributors shared similarities with each other, or differences compared with other participants. Those results could then be used in future to see how the recent Twitter workshops and other efforts have changed how employees share their Finnair experience on Twitter.

## 4 Results

The first actual survey page had questions relating to basic participant background information: gender, year of birth, business unit or function were the participant worked at the time of the survey, and the nature of their working hours and working environment.

### 4.1 Question 1: gender

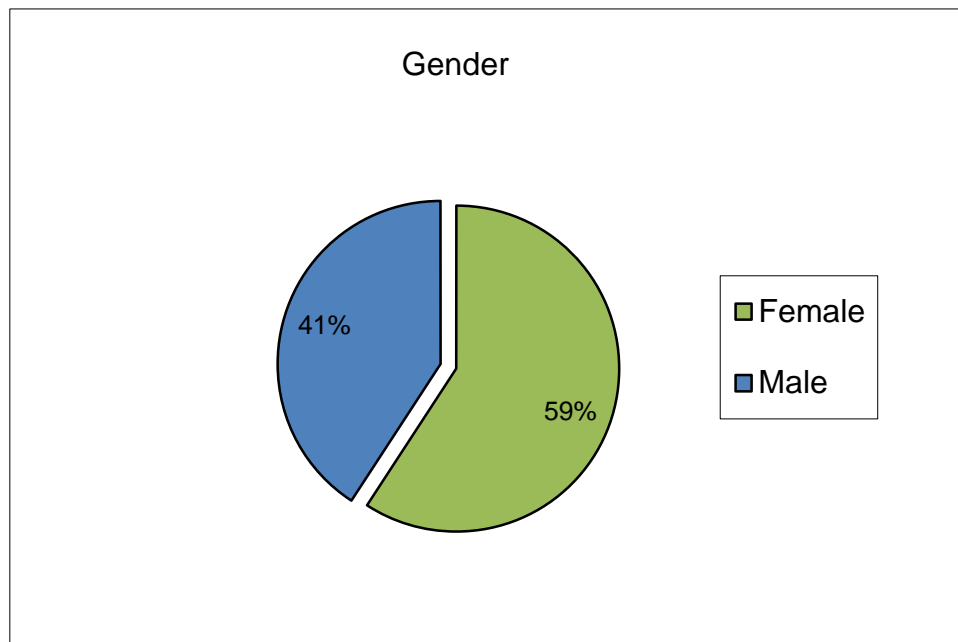


Figure 5. Gender distribution among survey participants (n=649).

Within an airline there are functions that traditionally have more female employees and others that have male majority, but in volume customer service (cabin crew in particular) comprises the single largest employee group at Finnair. This seemed to be well reflected in the gender distribution (see Figure 5).

#### 4.2 Question 2: age

The participants were asked their year of birth, as it felt more subtle than asking age directly, although I'm sure for few people telling their age would have been any problem at all. Naturally this did not reveal the exact age at the time of the survey, only the age the participant would turn that year. On the other hand, it did give the opportunity to group the age data in another way: birth decades.

Table 1. Birth decades distribution.

<b>Birth Decade</b>	<b>% of participants</b>	<b>n of participants</b>
1940s	2,1 %	12
1950s	18,4 %	119
1960s	41,2 %	267
1970s	30,3 %	196
1980s	8,3 %	53
1990s	0,4 %	2
<b>Total</b>	<b>100 %</b>	<b>649</b>

As Table 1 shows, more than two in five participants were born in the 1960s and make up the most significant birth decade by a margin. This may not be such a big surprise considering that most people born in that decade are still in good working condition. There is also no doubt that in the airline industry experience matters and employee turnover in legacy airlines in general is probably pretty low. Of course people born in the 1960s are still being recruited in the employment market, so higher age itself does not necessarily point to employments that have lasted longer - but in a relatively large company, there are also more career opportunities for existing employees, adding to the possible length of employment. On the other hand, new permanent employments in most employee groups, including flight crew and cabin crew, have been halted for many years now. Furthermore, it is possible that many jobs in the company require not

only previous work experience but a degree in a relevant field of studies, which generally means less opportunities for applicants in their twenties.

Still, it has to be noted that Finnair employees' age distribution does reflect rather long careers and low turnover, whereas a younger company (such as a low-cost carrier) might have a different employee age profile. Perhaps even more distinguishable is that less than 9% of the participants were born in or after year 1980. If the survey participants represent the target group well - as should be assumed considering the number of responses to the survey - it could be stated that Finnair has proportionally quite few young employees in the beginning of their working careers. As I conducted the survey in April, the absence of summertime stand-ins adds to this phenomenon. However, any valid conclusions would require statistical comparison to population and employment statistics in Finland, and within similar industries.

Table 2. Age distribution.

<b>Age (end of 2013)</b>	<b>% of participants</b>	<b>n of participants</b>
up to 29	2,7 %	16
30-39	24,3 %	157
40-49	36,6 %	237
50-59	29,1 %	189
60 and up	8,0 %	50
<b>Total</b>	<b>100 %</b>	<b>649</b>

The average age of the respondents in the end of 2013 was 46,1 years. Age distribution of the participants is shown in Table 2 in a more traditional way - by division into age groups. Again, the most notable result here is the relatively small amount of participants below 30 years of age.

#### 4.3 Question 3: business unit

The next question was about the participant's business unit. The provided options reflected Finnair's organization at the time of the survey. Some options are business units (divisions) in a more traditional sense, as others are support functions (such as IT or HR) that themselves operate interactively with multiple business units. One option

was labelled as “Other (e.g. Legal, Internal Audit, Finance & Control and Procurement, Communications)” to include smaller support functions. The distribution of business units in the survey is presented in Table 3.

Table 3. Participants from different business units.

<b>Business unit or support function</b>	<b>% of participants</b>	<b>n of participants</b>
Customer Service	48,2 %	313
Operations or Operational Maintenance	20,0 %	130
Finnair Technical Services or Finnair Engine Services	15,7 %	102
Commercial	3,5 %	23
HR	2,9 %	19
Finnair Flight Academy	2,6 %	17
IT & Business Development	2,3 %	15
Other (e.g. Legal, Internal Audit, Finance & Control and Procurement, Communications)	2,3 %	15
Finnair Cargo	1,4 %	9
Resource Management	0,9 %	6
<b>Total</b>	<b>100 %</b>	<b>649</b>

Employees in Customer Service contributed to almost half of all responses (48,2%) in the survey. The largest single functional employee group in the company is cabin crew and at the time of the survey they were under Customer Service (the division has since been split and most of its employees merged to either Operations or Commercial). The second largest participant group were from Operations or Operational Maintenance (20,0%), which includes flight crew. The third biggest group with 15,7% were from the subsidiaries Finnair Technical Services and Finnair Engine Services, that have since been moved to joint control under Operations (simply labelled as Finnair Technical Operations). All other business units or functions each contributed to less than 4 % of the total participant volume.

#### 4.4 Question 4: working hours and working environment

Finally as the last background question the participants had to choose which of the three provided options best described their working hours and working environment: daytime job with regular hours, working shifts as a crew member or working shifts in another function. Figure 6 shows how the participants were distributed in regard to their working conditions. The result echoes what could be seen from the previous question – cabin and flight crew are the largest employee groups in the survey. The distribution reflects the company's employee structure and thus adds to the reliability of the survey data as a representation of the target group.

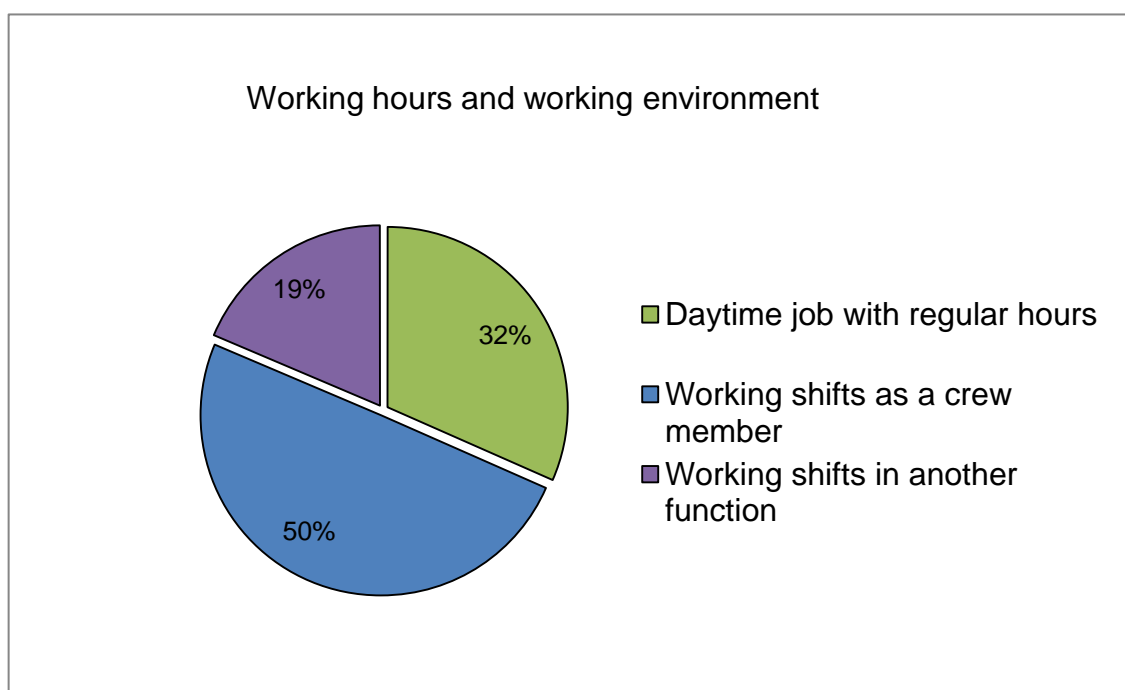


Figure 6. Working hours and working environment (n=649).

This question provided the opportunity to distinguish cabin and flight crew members from other employees. This was interesting due to the rather unified working environment (airplanes) compared with various different types of environments that other employees worked in. At Finnair, regular hours would most often point to expert or management positions in the offices, while working shifts in another function could mean any of a number of different jobs from aircraft maintenance in hangars to customer service at the airport to operative support functions in the office.

#### 4.5 Questions 5-8: smart devices

After the first actual survey page where participant background information was collected, the next pages had questions related to the use of smart devices (phones and tablet computers). This was included in order to later have a means of evaluation of the potential amount of mobile use of social media among Finnair employees. The question was limited to devices with a touchscreen, not to confuse with first-generation smartphones that could handle email and access internet but did not have the array of applications and uses available that current phones do.

The questions regarding smartphones and tablets had a “skip logic” applied to them – should the respondent answer “Yes” when asked if they had a touchscreen smartphone in regular use, they would be directed to an additional page asking about the device’s operating system. The same logic applied to the similar question about a tablet computer. After these questions all respondents would continue to the next actual survey page.

Roughly two in three survey participants (67,1%) reported having a touchscreen smartphone in regular use. Figure 7 shows the distribution of platforms for touchscreen smartphones.

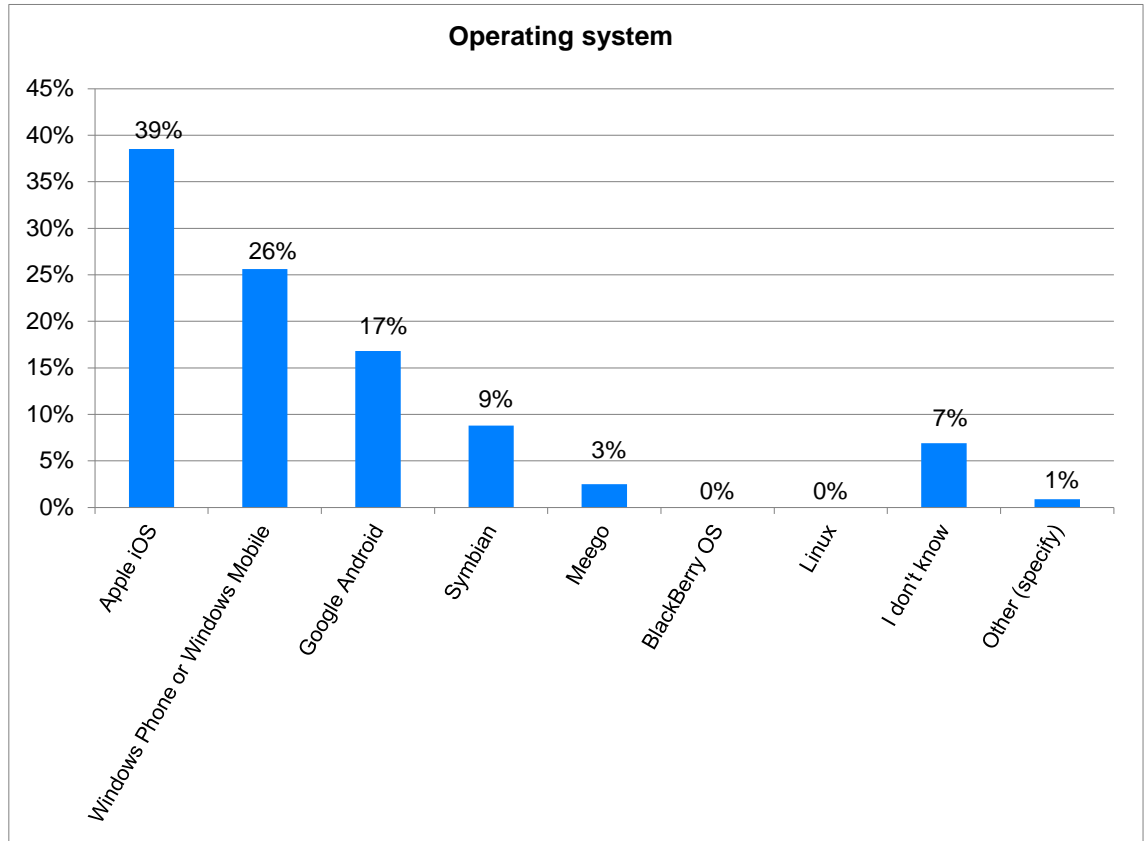


Figure 7. Operating system of touchscreen smartphones (n=434).

Nearly two in five of them were using Apple's iOS, which also means that their devices were iPhones and thus they shared a very similar user experience with each other in terms of using apps and different features. The second most popular platform was Windows (either as the current Windows Phone or the earlier version known as Windows Mobile), with roughly one in four users. Google's open-source Android platform was the third most popular with one in six participants. Symbian and Meego had less users, which should be no surprise since Symbian is better known from earlier smartphones that had no touchscreen, and Meego having a very narrow hardware base, notably the Nokia N9 in Finland.

None of the respondents were aware of using BlackBerry OS or Linux, but 30 participants could not name their smartphone's operating system. Furthermore, five participants responded using the "Other (specify)" option, one of them naming the OS simply as "Android" (and thus merged to the Google Android group) and the remaining four calling their smartphone's operating systems as "Nokia", "HV", "Samsung Bada" and "iOS and Windows Phone". Samsung Bada is actually an individual platform which

simply had been disregarded when designing the survey. None of the three other answers were merged to any group, either, as it would have been guessing at best. It has to be noted that the survey design did not take into account the possibility of a respondent having multiple devices, but I assume that whenever they did, they made their choice based on which phone and operating system they were using the most.

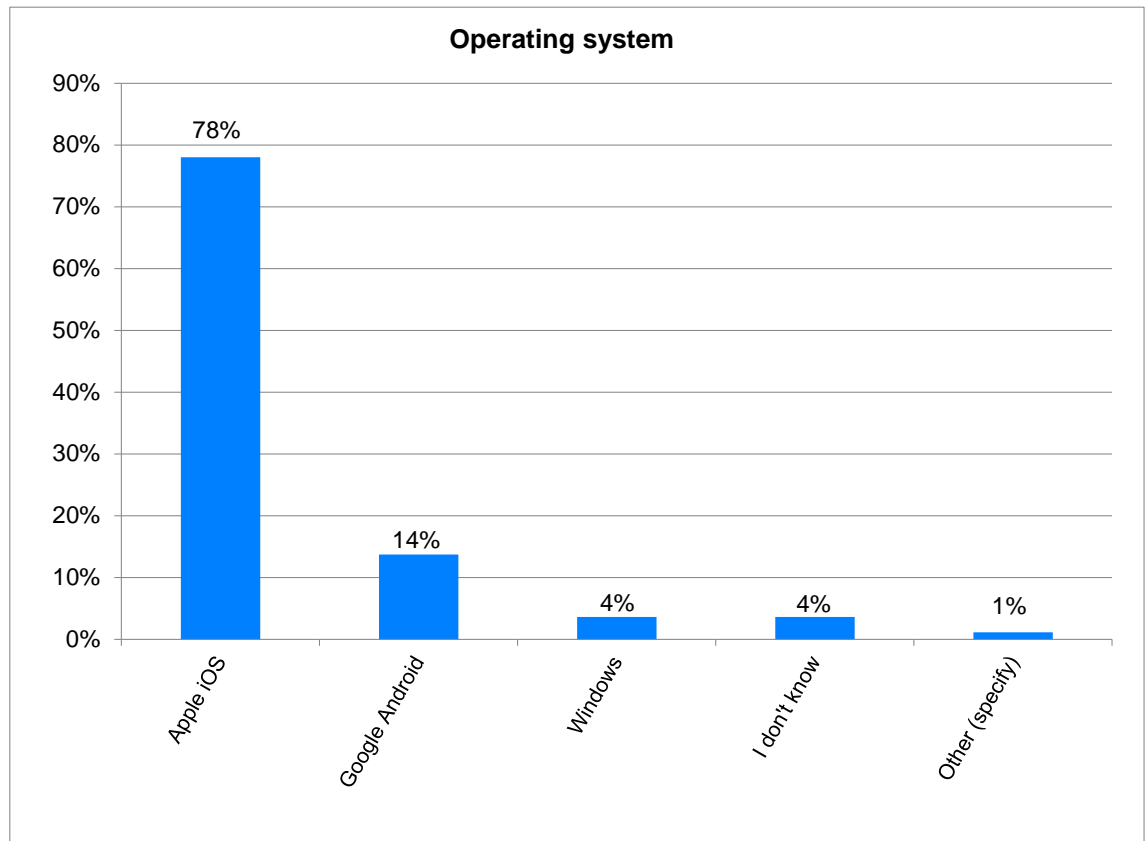


Figure 8. Operating system of touchscreen tablet computers (n=277).

Of the survey participants, 43% reported having a touchscreen tablet computer in regular use. The operating system distribution among them is presented in Figure 8.

#### 4.6 Question 9: content consumption

On the next page the participant was asked to select any social media services that they (at the time of the survey) used at least now and then. Altogether 16 different channels were provided as options. The options were chosen based on which services I felt like should be included as potential and popular enough channels to gain some

user volume. Other services that have a more closed ecosystem (such as Yammer that only accepts members from within an organization) were excluded as they were not considered to have the capability to enrich Finnair's brand externally since they lacked interaction with the customer. The definition of a social media service was not strict in the sense that some require registering and other don't, while some, like Foursquare, perhaps have more of the qualities of a social game whereas others are focused solely on pictures or video etc.

The respondent was instructed that using a service in this case meant "reading content, watching content, listening to content, liking etc.". The number of choices was not limited, and in case the participant felt like none of the options applied to them, they could move on to the next page without choosing any. The results are presented in Figure 9.

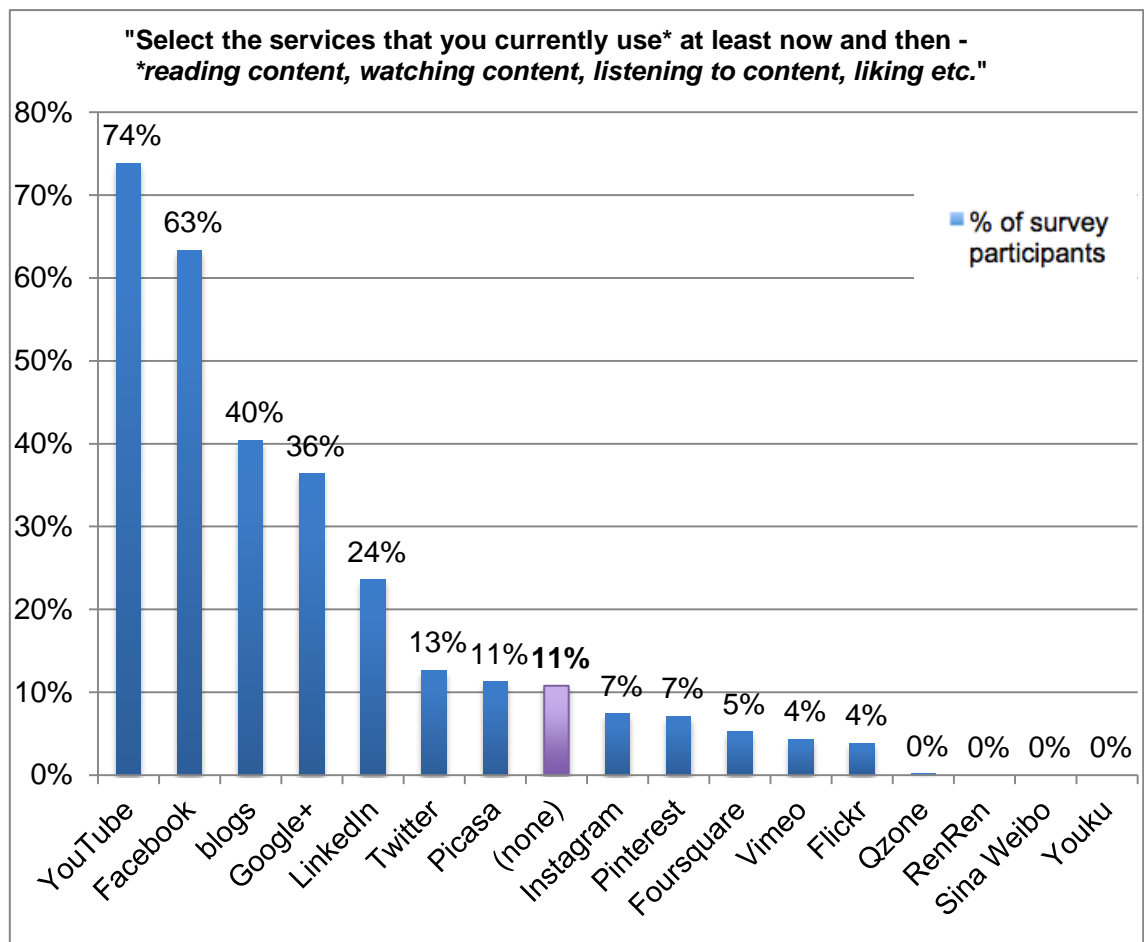


Figure 9. Usage of social media services among survey participants (n=649).

Of the survey participants, 10,8% did not choose any of the provided options. YouTube was the most popular choice with 73,8% of the respondents. It has to be noted that watching YouTube content does not require registration and YouTube content is widely available embedded directly in websites. Nevertheless, it was much more popular than the indie-filmmaker driven Vimeo (4,3%).

Facebook (63,3%) was the second most popular of all services. It was also by a margin the most popular service that requires registration and a user profile, ahead of the newer Google+ (36,4%). Blogs were the third most often selected option of all (40,4%). The career-promoting social networking service LinkedIn had the fifth most users (23,6%), followed by Twitter (12,6%) - more than Pinterest (7,1%) that enables users to “pin” (tag) and share their favourite pictures and build their own “pinboards”. Pinterest is less photographic-centred than the store-and-share services Picasa from Google and Flickr from Yahoo (11,2% and 3,9%, respectively), that perhaps are a little less social of nature.

#### 4.7 Question 10: content sharing

On the following page the respondent was asked to select those social media services to which they at the time of the survey shared content at least now and then, e.g. photos, status updates, web links or such. Those respondents will also be called *contributing users* in this report. Figure 10 shows the distribution among channels.

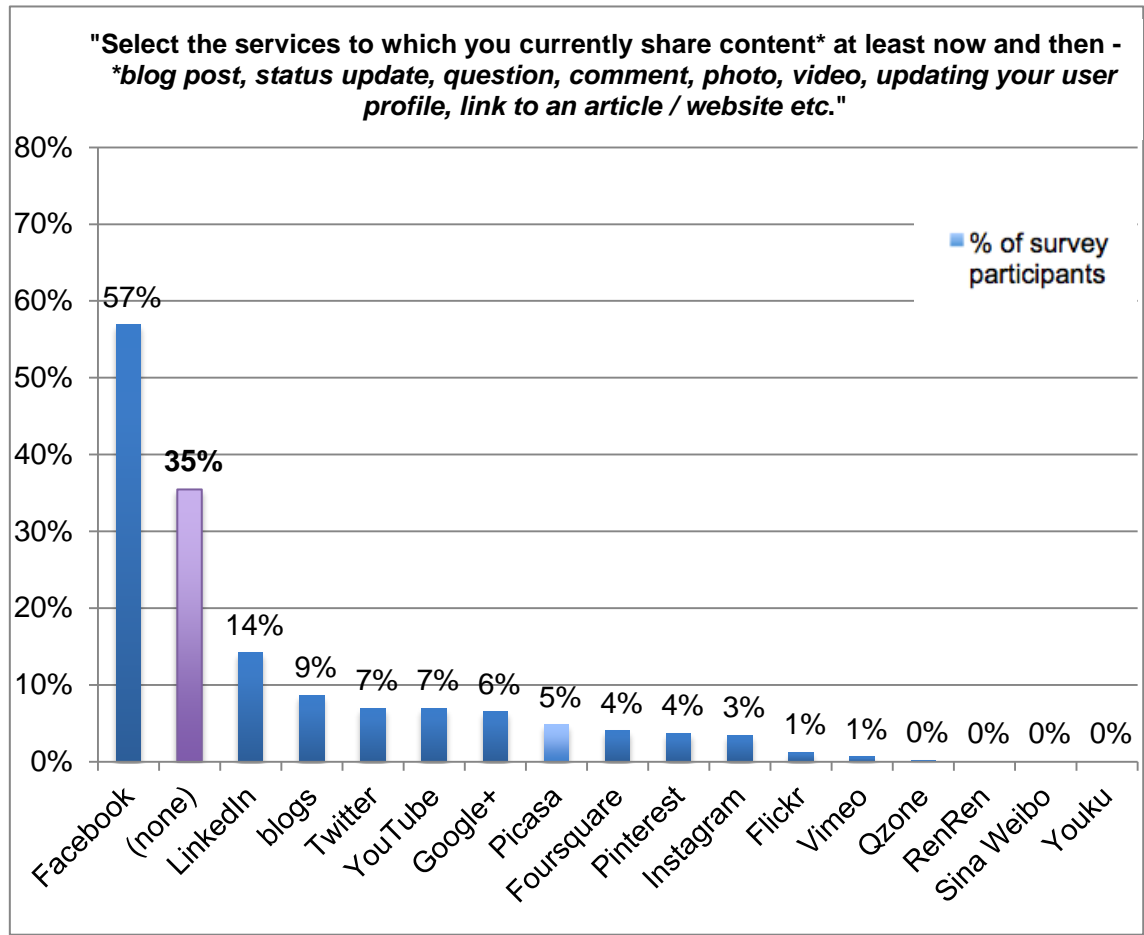


Figure 10. Content sharing to social media services among survey participants (n=649).

Of the survey participants, 35,4% did not select any of the provided options. Facebook (56,9%) was by a clear margin the most popular content sharing channel in the survey. The second most popular channel was LinkedIn (14,2%), followed by blogs (8,6%). Twitter and YouTube both had equal amount of contributing users (6,9%) and thus both received content from more users than Google+ (6,5%). This has to be noted since Google+ ranked much higher in the previous question regarding content consumption in social media. Perhaps the relatively recent launch of the service (in 2011) was reflected at the time of the survey as many participants may have set up a profile not long before the survey, but perhaps contributing users were still a more rare find.

#### 4.8 Question 11: social media habits

On the next survey page the participant was asked to choose from different options regarding their habits and views on using social media. The first question was about the respondents' usage of social media in general, and about whether they would openly bring out the fact that they are Finnair employees. Figure 11 shows the distribution of the three options provided.

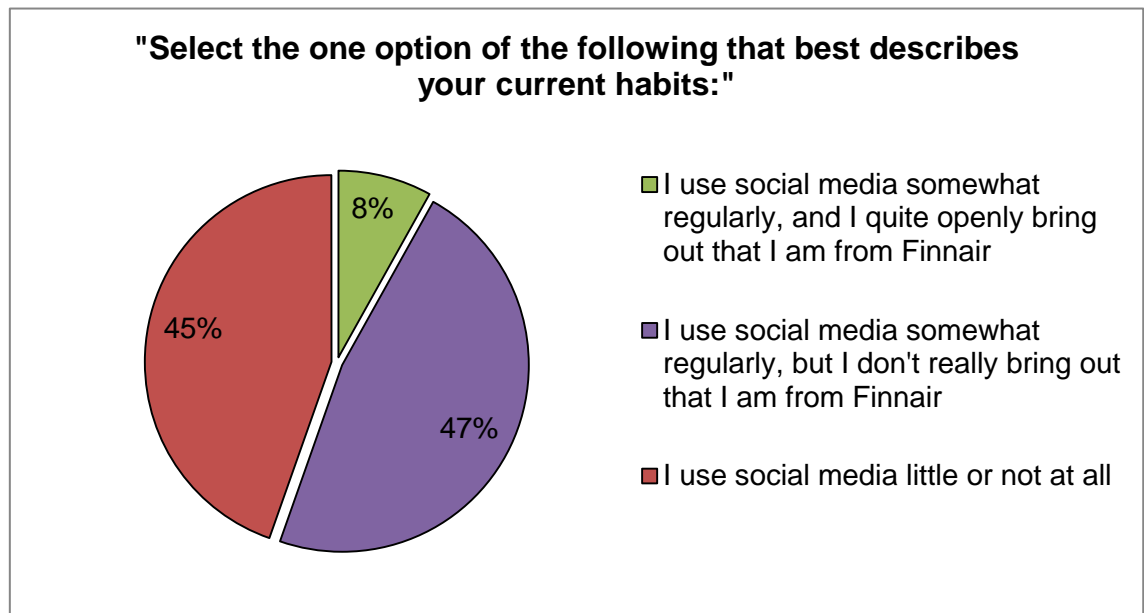


Figure 11. Finnair employees' habits of using social media (n=641).

Although actual skipping of this and the following two questions was disabled, eight participants did not leave their response to this question, presumably exiting the survey at this point. Of those 641 employees that responded, 47,3% used social media somewhat regularly but did not bring out that they are from Finnair, whereas 44,6% only used social media little or not at all. Just 8,1% used social media somewhat regularly and did it bringing out that they are Finnair employees.

#### 4.9 Question 12: limits to using social media

Moving further, the following question tried to plumb the reasons, if any, that would prevent the participant from using social media in general. Figure 12 shows the distribution of choices for the four answer options provided.

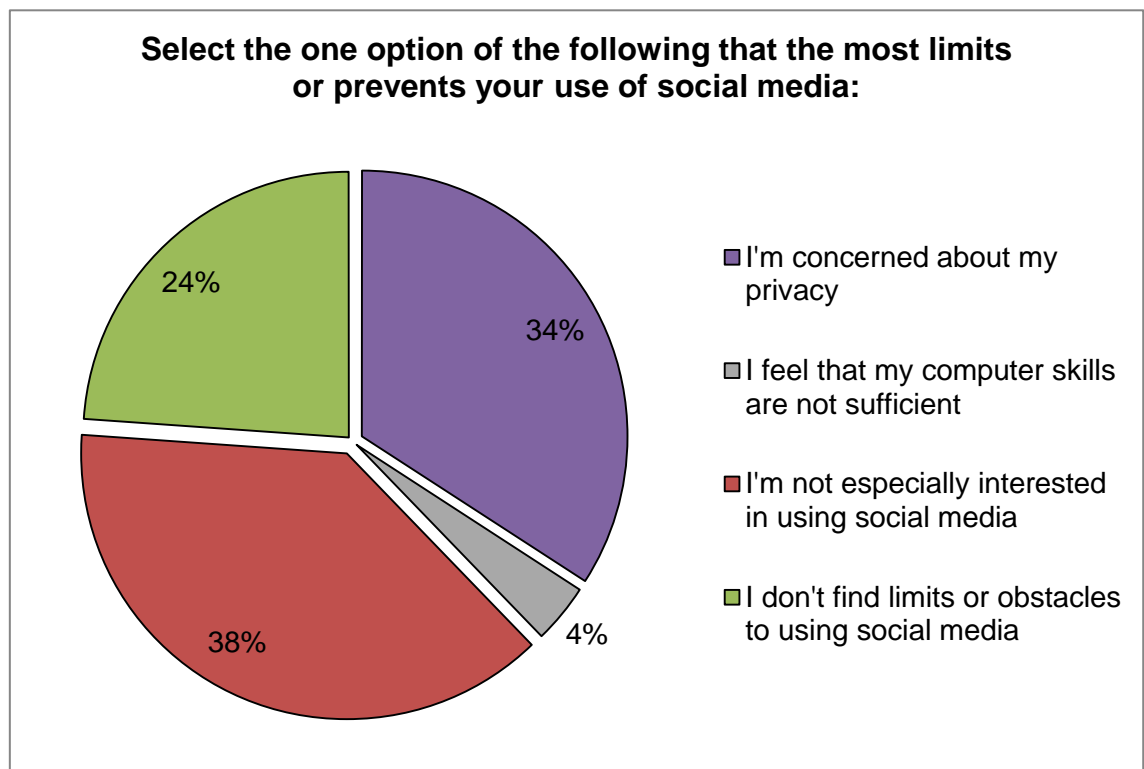


Figure 12. Most limiting or preventing factors to using social media (n=641).

Again eight participants did not provide their answer to this question. Of those that did, 38,4% implied not having enough interest in using social media. About one in three respondents (34,2%) felt that of the provided options, privacy concerns were the most significant limiting or preventing factor in regard to using social media. Nearly one in four respondents (23,9%) did not find limits or obstacles to using social media, and just 3,6% of them saw that their computer skills were not sufficient.

#### 4.10 Question 13: limits to bringing out Finnair employment

The final option-based question of the survey tried to further find clarification to why employees might not want to bring out in social media that they are from Finnair. Figure 13 shows the distribution of choices.

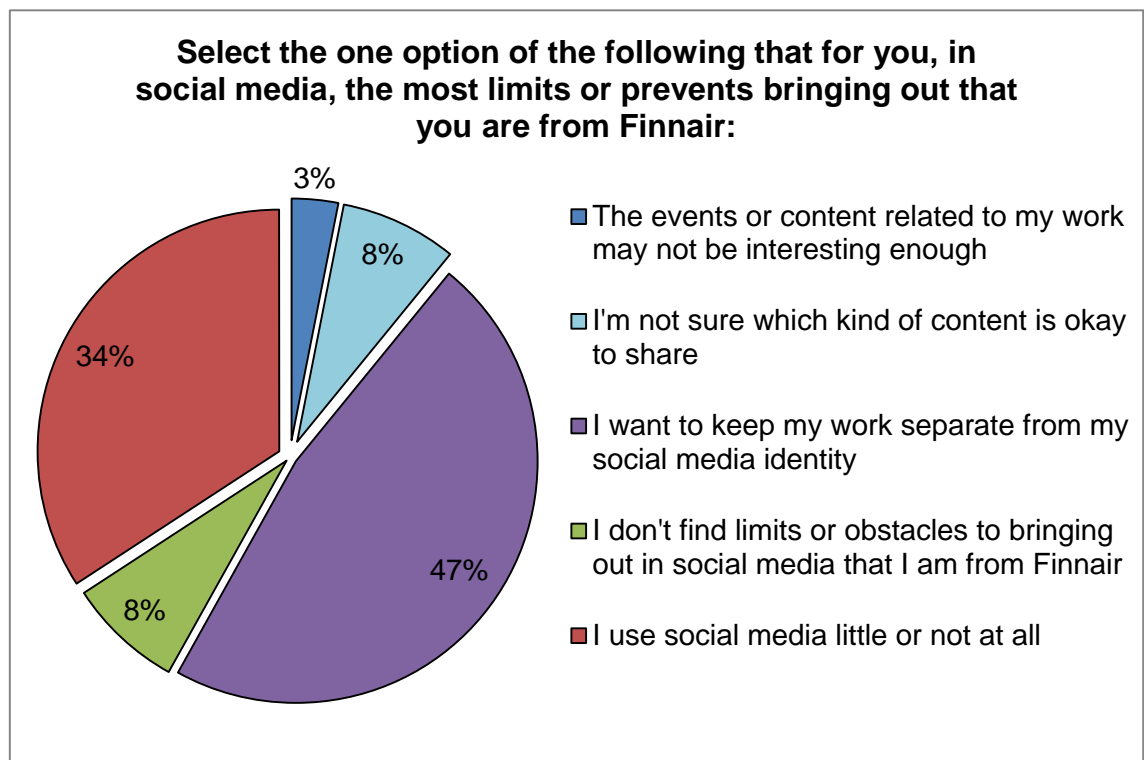


Figure 13. Limits or obstacles to bringing out Finnair employment (n=640).

Nine participants provided no input to this question. Almost half of those 640 participants who indicated that they wanted to keep their work separate from their social media identity (47,2%). At this step, 34,2% of the respondents told that they used social media little or not at all – compared with 44,6% in the earlier question (presented in Figure 11) that provided this exact same option. Perhaps some of those that stated earlier that they only used social media little or not at all now wanted to bring out their opinion on the matter, even though they weren't so active in social media themselves.

Of the provided options, 7,8% of participants chose uncertainty about what kind of content would be appropriate to share, but 7,7% did not find limits or obstacles to

bringing out that they were Finnair employees. Lastly, 3,1% did have some worries about the content relating to their work not being interesting enough to share in social media.

#### 4.11 Question 14: voluntary free-format opinion

At the end of the survey the participants had the opportunity to express their views on how activism in social media could be promoted at Finnair. They were presented with the following text:

Showing membership of the Finnair working community in social media and online content sharing with a Finnair twist – in your opinion, how could these best be promoted? Think for half a minute and compact your thoughts or suggestions into a few words. (Question 14, see Appendix 3.)

In total 160 respondents of the survey formulated some sort of an answer (8 respondents in the English survey). The suggested ideas included various ideas from encouraging positive attitude on social media to practical instructions or guidelines on how the employee could participate in content sharing. There were also quite a few who thought that there is no need for such efforts, as well as those who thought that the question made no sense. In summary, some of the data would have been usable but in the context of this project it mostly proved weak.

In addition, many indicated that the given amount of characters simply was not enough – and indeed, I had limited the length of the answer to a maximum of 50 characters, which is less than half the maximum length of a tweet (140 characters) or an SMS (160 characters)! I designed this limitation trying to mitigate the possibility of massive amounts of free-format data, but it proved to be a misjudgement on my part and quite understandably, many participants would have had a hard time trying to compact their thoughts practically in just one simple sentence. This voluntary question was an intuitive addition that was not included in the test version of the survey, and this highlights the importance of different methods to test and verify the usability and functionalities of a survey.

#### 4.12 Summary

The majority of participants in the survey either didn't use social media actively, or shared some concerns about their privacy and about publicly bringing out their employment to Finnair. The distinction between work and social activities seems pretty strong for most employees. However, a notable group still expressed openness towards the use of social media with less boundaries between life in and out of the working environment.

### 5 Comparisons

Based on each question, a number of participant groups emerged with differences in regard to others, their size depending on the number of answer options and the popularity of each option. I compared the respondent groups to each other after each question and for some of the questions, the most notable or the most interesting findings are reported here (whenever needed, please see Appendix 3 for the survey questions).

#### 5.1 Gender

Of female respondents, 70,3% worked in Customer Service, compared with only 16,2% of male respondents. Operations or Operational Maintenance along with Finnair Technical Services or Finnair Engine Services were the most common business units among male respondents (37,4% and 30,6%, respectively). Male employees worked regular office hours more often (38,9%) than female employees (26,6%). Thus it can be concluded that female employees are far more often in direct contact with Finnair's customers.

Touchscreen smartphones were slightly more common among male employees (72,0%) compared with female employees (63,7%) but touchscreen tablet computers were almost equally common among male and female employees (43,2% and 42,6%, respectively).

YouTube, Facebook, blogs, Google+ and LinkedIn were the most popular consumption channels of the provided options for both genders, and Facebook got most content sharing from both genders. But there were some notable differences in social media use (Q11) between Finnair's women and men, as 62,6% of female respondents were using social media somewhat regularly compared with 45,0% of male respondents.

Roughly one in four both female and male participants found no limits or obstacles to using social media (Q12). However, there were differences among those that identified some, as female employees had more privacy concerns than their male colleagues (39,8% compared with 26,0%). The uncertainty of adequate computer skills was more common among female employees (5,0% of female respondents compared with 1,5% of male respondents), but the numbers were still low. Male employees indicated more often that they had no particular interest in social media (48,5%) compared with their female co-workers (31,4%). Bringing out their employment with Finnair (Q13) was equally common among both genders.

## 5.2 Age

Looking at different age groups, there were some differences in gender distribution. Age groups up to 29 and 30-39 had almost the same amount of female and male employees. Age groups 40-49 and 50-59 show significant female majorities (63,7% and 63,0%), but from age 60 up the female majority was a little less prominent (56%).

Customer Service was the most common business unit for all age groups, but its share grew notably at each step moving from the youngest to the oldest, starting from 37,5% among ages up to 29 and reaching 60,0% among age 60 and up. Although those two groups were relatively small in volume, the trend was clear through the more populated age groups in between them. Working hours and working environment were less different between age groups, although the youngest group of ages up to 29 (that only had 16 respondents) had significantly less employees working as crew members and considerably more employees working shifts in some other function, compared with all other age groups.

Touchscreen smartphones were most common in the age group 30-39 with 77,6% of the participants whereas only 36% of participants in the age group 60 and up had a touchscreen smartphone in regular use. Results were similar with touchscreen tablet

computers, with age group 30-39 having the highest rate of 51,9%, but they were least common in the lowest age group up to 29 with just 18,8%.

Looking at the consumption of social media channels, Google+ scored as the most popular service in the age group 60 and up, surpassing YouTube and Facebook that seemed to have a smaller user share at each step going higher in the age groups. YouTube gained the overall highest consumption rate of 87,3% among the age group 30-39.

The question regarding content sharing echoed similar dynamics between Facebook and Google+, whereas other services did not show as significant trends between age groups. Twitter had the highest user and content sharing rates (20,4% and 11,5%, respectively) in the age group 30-39.

Regular use of social media (Q11) decreased at each step moving from lower to higher age groups. Of regular users of social media, the openness of bringing out Finnair employment decreased moving to higher age groups, but the most significant drop was moving from the lowest age group of up to 29 to the next age group of 30-39, where the share of regular users that bring out that they are from Finnair dropped from 50,0% to 15,6%, although again it has to be noted that the lowest age group of up to 29 only had 16 participants in the survey. There were no significant differences between age groups in choices for possible obstacles to bringing out Finnair employment in social media (Q13).

### 5.3 Working hours and working environment

Employees working shifts as a crew member were predominantly women (68,7% - reflecting the fact that the majority of employees in Finnair's cabin crew, the larger group, are women while the majority of flight crew are men), whereas the other two choices (daytime job with regular hours or working shifts in another function) had similar number of employees from both genders. Touchscreen smartphones were more common among those who worked shifts as crew members (73,4%) compared with those who worked regular hours (61,1%) and with those who worked shifts in another function (60,3%). Touchscreen tablet computers were also more common among crew members (53,9%) compared with those who worked shifts in another function (33,1%) and those who worked regular hours (31,0%).

Of the provided options of social media channels, LinkedIn and Twitter had perhaps the most notable differences between the groups both in use and in content sharing, as 48,6% of those working regular hours told they were using LinkedIn at least now and then, while 17,5% of crew members and just 12,0% of those working shifts in another function reported the same, the differences being similar for content sharing on LinkedIn). Twitter use (content sharing) was again most popular among employees working regular hours with 21,6% (18,2%) while 13,9% (9,5%) of employees working shifts in another function and just 9,4% (6,3%) of crew reported Twitter use.

Regular use of social media (Q11) was the most common among those who worked regular hours with 60,7% reporting that they used social media somewhat regularly, while the numbers were 55,1% for crew members and 47,0% for those working shifts in another function. Of those who were regular users of social media, 18,9% of employees that worked regular hours brought out their Finnair employment, compared with 14,3% of those working shifts in another function and with 11,9% of crew members. The reasons reported to both limit or prevent social media use (Q12) and those reported to limit or prevent bringing out Finnair employment (Q13) were less different between the groups, although the lack of interest in social media use was most common among those who worked shifts in another function.

#### 5.4 Social media habits

I was interested in the views of those employees that told they used social media somewhat regularly, and in particular I wanted to see if those who brought out their Finnair employment shared some similarities in their choices for the other questions.

Firstly, of those 8,1% of survey participants who indicated their openness in social media about being from Finnair, 88,5% had a touchscreen smartphone in regular use, compared with 74,3% of those who did use social media somewhat regularly but did not bring out their Finnair employment, and compared with 56,6% of those who did use social media little or not at all. It would seem fairly natural that having a capable mobile device would make the use of social media easier, or perhaps even encourage openness and increase content sharing, but it's difficult to guess which one was there first – the desire to share an experience of belonging and relating to the growing masses that are active in the social web, or the device that made it so much easier. Still, since more than half of those that were not using social media had a modern

smartphone, it would make sense that devices are more of an addition to the toolbox of active contributors rather than a key driver of social media use.

Twitter was the fifth most popular consumption channel among those who used social media regularly and were open about their Finnair employment, with 38,5% of them indicating use of the service. For content sharing, Twitter was the third most popular (after Facebook and LinkedIn) with 34,6% of the same respondents.

Nearly half (48,1%) of regular social media users who were open about their Finnair employment did not find limits or obstacles to using social media (Q12), compared with 35,6% of those who were regular users but did not bring out their Finnair employment. Interestingly, 7,0% of those that used social media little or not at all found no limits or obstacles to it!

Regarding possible limits to openness about Finnair employment (Q13), 54,9% of those who were regular users of social media and did bring out that they were from Finnair did not find limits or obstacles, but 17,6% still indicated that the most preventing factor (of those provided) was that they wanted to keep their work separate from their social media identity, whereas 13,7% chose uncertainty about which kind of content would be okay to share and 11,8% that the events or content related to their work may not be interesting enough.

Keeping work separate from their social media identity proved quite naturally to be by a margin the most popular choice (75,2%) for the participants who did use social media regularly but were not open about their Finnair employment, but 11,9% shared uncertainty about which kind of content would be okay to share. Perhaps a little surprisingly, 6,3% of the respondents in that group stated that they found no limits or obstacles to bringing out that they were from Finnair.

## 5.5 Limits to using social media

### 5.5.1 Not especially interested (n=246)

This was the largest group of respondents for question 12. Over half of them were men (51,6%), more than in any of the other groups. As business units, Operations or

Operational Maintenance (25,2%) and Finnair Technical Services or Finnair Engine Services (20,3%) scored higher percentages than in any of the other groups. This group also had the highest share of employees working shifts in another function (23,6%). Touchscreen smartphone adoption was lowest in this group (56,1%), and quite expectedly, the absence from social media was by a margin the most evident, as 80,5 % of the respondents in this group indicated using social media little or not at all.

### 5.5.2 Privacy concerns (n=219)

Those employees that indicated privacy concerns comprised the second largest group for question 12. Although the respondents in this group did not dramatically cluster together elsewhere in the survey, there were still some deviations from the survey average. These participants were more often women (68,9%) than the whole survey average, and they worked shifts as crew members more often (56,6%). They had touchscreen smartphones in regular use more often (74,9%) than the survey average, and nearly half of them (49,3%) also had touchscreen tablet computers in their regular use. In this group there were also more contributing bloggers (18,1%) than in any of the other groups. The most popular choice for reasons limiting or preventing bringing out their Finnair employment (Q13) was the wish to keep their work separate from their social media identity (65,1%), with the highest share of all groups.

### 5.5.3 No limits or obstacles to using social media (n=153)

The number of participants who did not find limits or obstacles to using social media was rather significant, too. Their average age was 44,2 years, slightly lower than in the other groups. Customer Service was the most common business unit in this group, too, but with the lowest percentage share of all the groups (41,8%). Smaller support functions such as HR and IT & Business Development gained higher percentages than in the other groups. This group had by a margin the most employees working regular hours in a daytime job (43,8%) compared with the other groups. Touchscreen smartphone adoption was the highest in this group (76,5%), and touchscreen tablet computers were also the most common in this group (50,3%), although the differences to the employees who had privacy concerns were minimal here.

The employees in this group were the most active consumers and contributors in nearly all of the social media channels that were provided as options, with most notable difference to the other groups in the use and content sharing on LinkedIn (with 47,1% and 33,3%, respectively). They also scored highest in Twitter use and content sharing (27,5% and 17,0%). Keeping work separate from their social media identity (Q13) was important for quite many employees (55,6%) in this group, too, but this group also had the highest share of respondents who didn't find limits or obstacles to bringing out their Finnair employment in social media (20,3%).

#### 5.5.4 Computer skills not sufficient (n=23)

A clear majority of those who felt that their computer skills were not sufficient were women (82,6%). The average age in this group in the end of 2013 was 50,6, which is four and a half years higher than the total average in the survey and the highest of the groups here. Still, 60,9% of the respondents in this group had touchscreen smartphones in regular use (compared with the total survey average of 67,1%), although only 26,1% had touchscreen tablet computers in regular use (compared with the total survey average of 42,8%). Despite the doubts about their computer skills, most respondents in this group were still regular users of social media (Q11), with 56,5% using social media but not bringing out their Finnair employment and 17,4% using social media and openly bringing out that they were from Finnair.

### 5.6 Limits to bringing out Finnair employment

#### 5.6.1 Identity conflict (n=302)

Of those who wanted to keep their work separate from their social media identity, 68,5 % were women, which was the highest share of all the groups. This group had a significant amount of participants who were regular users of social media but did not bring out their Finnair employment (Q11: 75,5%), more than in any of the other groups.

### 5.6.2 Little or no use of social media (n=219)

As noted earlier, in this question the number of participants who chose this option was lower than in question 11, where the same option was provided. This group was the only one with male majority (53,0%), and it also had the highest average age of all the groups (48,5 years). In this group the share of Customer Service employees was lowest of all the groups (38,8%) while the share of Operations or Operational Maintenance was higher than in any of the other groups (28,8%).

The adoption of touchscreen smartphones in this group was lower than in any of the other groups with 54,8% of the respondents. Curiously, the Windows Phone and Windows Mobile platform held the highest share of operating systems for touchscreen smartphones in this group (30,0%), surpassing Apple's iOS (27,5%) that was the most popular platform in all of the other groups. Again, touchscreen tablet computer adoption in this group was lower than in any of the other groups with 30,1%.

Not surprisingly, this group also had by a margin the highest share of respondents who reported not being especially interested in using social media (Q12: 76,3 %).

### 5.6.3 Not sure of content appropriateness (n=50)

Those participants that were not sure of which kind of content is okay to share had the lowest average age of all of the groups (43,4 years). This group had more employees working shifts in another function (28,0%) than any of the other groups. The respondents in this group also had the highest share of privacy concerns regarding social media use (Q12: 50,0%).

### 5.6.4 No limits or obstacles (n=49)

Those employees who reported finding no limits or obstacles to bringing out in social media their that they are from Finnair had the highest share of respondents working regular hours (42,9%) and the lowest shares of employees working shifts as crew member (34,7%).

The respondents in this group were the most active consumers and contributors in nearly all of the social media channels provided. Twitter had one of the largest margins compared with the other groups (with 32,7% reporting Twitter use and 26,5% reporting content sharing on Twitter).

Quite naturally, this group had the highest share of regular social media users that brought out their Finnair employment (Q11: 57,1%), and the highest share of participants who did not find limits or obstacles to using social media in general (Q12: 63,3%).

#### 5.6.5 Work-related content may not be interesting (n=20)

Perhaps a little surprisingly, those employees that thought the events or content related to their work may not be interesting enough had the highest share of respondents working shifts as crew members (65,0%) and the lowest shares of employees working regular hours or shifts in another function (25,0% and 10,0%, respectively) – although the small amount of participants in this group may have allowed for the higher deviation. This group also had (by a narrow margin) the highest rate of touchscreen smartphone adoption with 85,0% of the respondents.

#### 5.7 Twitter contributors vs. others

I separated contributing Twitter users (n=42; those participants who indicated both Twitter use and content sharing on Twitter) from all other participants who replied to all questions of the survey (n=598).

Twitter contributors had a female majority that was a little less dominating (52,4% compared with 59,7% among other participants) and they were younger in age (at an average of 42,7 years compared with 46,2 years among other participants).

Contributing Twitter users did not represent any particular business unit or function with a dramatic difference to other participants, but they did work in a daytime job with regular hours more often than other participants (57,1% compared with 29,6%), whereas working shifts as either as a crew member (31,0% compared with 51,3%) or in another function (11,9% compared with 19,1%) was less common among them.

Touchscreen smartphones were a bit more common among Twitter contributors (with 78,6% compared with 66,7% among other participants), and curiously the operating system shares for smartphones were different, too, with Apple's iOS being more popular among Twitter contributors with 51,5% compared with 37,3% among other smartphone users, Windows Phone or Windows Mobile also having a slightly higher share with 30,3% compared with 25,3% among other smartphone users, but Google's Android having a lower share with just 6,1% compared with 17,8% among other smartphone users (a dedicated Twitter app was available on all of the mentioned platforms at the time of the survey). Touchscreen tablet computers were also more common among contributing Twitter users with 61,9% compared with 41,5% among other participants.

Perhaps not surprisingly, regular use of social media (Q11) was overwhelmingly more popular among contributing Twitter users (at 97,6% compared with 52,3% among other participants), but bringing out Finnair employment was also significantly more common among those regular users, at 41,5% compared with 10,9% among other participants that were regular users of social media.

When asked about the most limiting factors to using social media (Q12), 59,5% of Twitter contributors found no limits or obstacles (compared with 21,4% among other participants), but privacy concerns were almost equally common (33,3% compared with 34,1%). Just two contributing Twitter users (4,8%) chose lack of particular interest to using social media, compared with 40,8% among other participants. Feeling of insufficient computer skills were in practice equally rare in both groups (2,4% and 3,7%).

Moving on to possible limits or obstacles to bringing out Finnair employment in social media (Q13), the conflict between work and social media identity was almost equally often the choice in both groups (45,2% and 47,3%), but 28,6% of Twitter contributors found no limits or obstacles to bringing out their Finnair employment in social media, compared with just 6,2% among other participants. Uncertainty about what kind of content would be okay to share was a bit more common among Twitter contributors (16,7% compared with 7,2%), as were doubts about events or content related to work not being interesting enough (7,1% compared with 2,8%).

However, just one contributing Twitter user (2,4%) indicated using social media little or not at all, compared with 36,5% among other participants. Excluding those inactive-in-social-media participants from the comparison, the balance between the groups shift in some regards (see Figure 14).

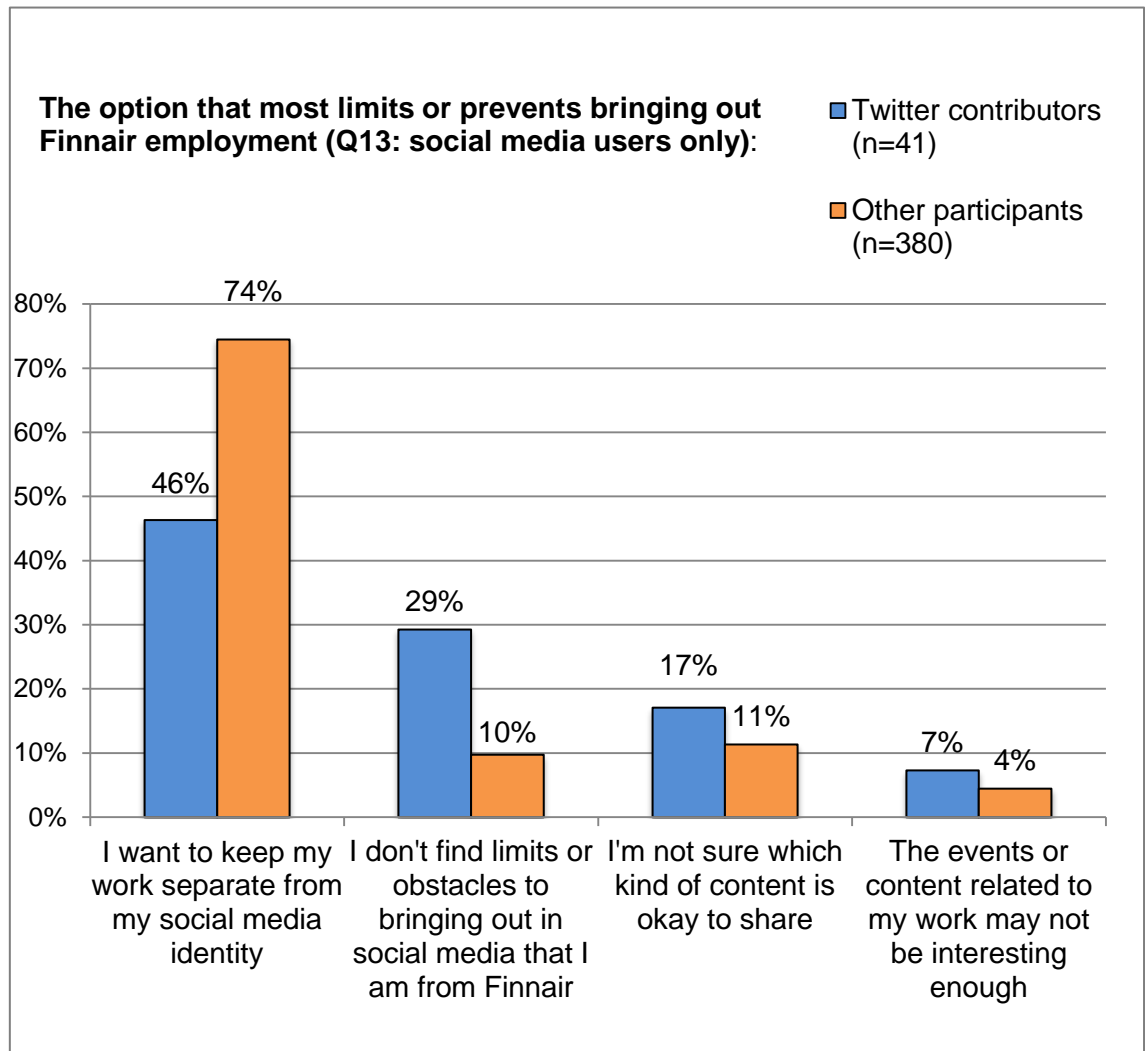


Figure 14. What most limits or prevents bringing out Finnair employment?  
 (Twitter contributors compared with other social media users)

Privacy concerns were less common among Twitter contributors compared with other social media users, but worries about content appropriateness or work-related content not being interesting enough were somewhat more common among Twitter contributors. Contributing Twitter users had among them a three-fold share of those who did not find limits or obstacles to bringing out that they were from Finnair (with Q13: 29,3% compared with 9,7% among other users of social media).

## 5.8 Results from the English version (n=45)

Both men and women were well represented among those who took the survey in English (55,6% and 44,4%, respectively). Their average age was 38,7 years (compared with 46,1 years in the Finnish data). Commercial division had the highest share of participants (44,4%) followed by Customer Service (28,9%) and Other 11,1%, so here the distribution was quite different from the Finnish data. Again, 71,1% of those who took the survey in English worked in a daytime job with regular hours (compared with 31,6%), whereas only 24,4% worked shifts as a crew member (compared with 49,8%) and just two respondents (4,4%) worked shifts in another function (compared with 18,6%).

Touchscreen smartphone adoption was higher in the English version (84,4%) compared with the Finnish version (67,1%), but touchscreen tablet computers were equally common. None of the social media channels stood out comparing the data from both language versions, with the exception of LinkedIn that was significantly more popular for both use and content sharing in the English data (57,5% and 47,1%, respectively, compared with 26,4% and 22,0% in the Finnish data). Twitter was a marginally more popular among those who took the survey in English with 17,8% using the channel (compared with 11,2%) and 11,1% sharing content on it (compared with 6,9%).

Two in three participants of the English version of the survey were regular users of social media (Q11), with 40,0% of those users bringing out their Finnair employment, compared with 14,6% in the Finnish version. Of the provided options to what might limit or prevent use of social media (Q12), privacy concerns were the most popular choice in the English data (48,9% compared with 34,2% in the Finnish data), followed by lack of interest (24,4% compared with 38,4%) and insufficient computer skills (4,4% compared with 3,6%), whereas 22,2% (compared with 23,9%) did not find limits or obstacles to using social media.

When asked about what might limit or prevent bringing out their Finnair employment (Q13), 26,7% of those employees who took the English version of the survey reported using social media little or not at all (again, less than in Q11 where the same option was provided). Of those who chose any of the other options, 48,5% indicated willingness to keep work separate from their social media identity (compared with

71,7% in the Finnish version), still 27,3% not being sure what kind of content would be okay to share (compared with 11,9%) but none worried about the events or content related to their work not being interesting enough (compared with 4,8%), whereas nearly one in four (24,2%) found no limits or obstacles to bringing out that they were from Finnair (compared with 11,6%).

## 5.9 Comparisons: summary

Women were more active in social media than their male colleagues, but they seemed to have a bit more concerns about privacy issues. Those who worked in a daytime job with regular hours were more active in social media than shift workers, and they were also more open about their employer. Younger employees were more open about their employment at Finnair than their senior colleagues.

Contributing Twitter users provided an example of employees that showed a more open approach to sharing content on social media, and to some extent bringing out their employment at Finnair, although still over half of them had reservations in this aspect. Nevertheless, as the survey was conducted before the employee campaign was launched, these early Twitter contributors prove how there are abilities and potential for activism on Twitter, one of the most open and fast-paced social media channels out there.

The results from the English version of the survey showed some notable differences when compared with the Finnish version, perhaps reflecting some cultural factors. However, since the English data does not represent employees from any specific geographical location or function in the company, it is difficult to draw any conclusions on those differences. Furthermore, it has to be noted that the English sample was rather small (n=45) compared with the sample from the Finnish version. Nevertheless, the results suggest that the employees with different language backgrounds are in average a bit younger and also somewhat more open about their Finnair employment than their Finnish-speaking colleagues - although in the survey, both language groups shared similar privacy concerns towards social media in general.

## 6 Conclusions

### 6.1 From motivation to activism to success

The means of motivating workers have changed since the early days of industrialization. Employees are not just resources that help to execute daily operations, but also active thinkers that continuously contribute to the way things are done (Pink 2009). Social media is an open environment where reputational challenges meet fantastic opportunities for customer service, marketing and brand enrichment. It also provides a medium of empowerment for organizations and their employees.

Executives and managers must commit to active communication and transparency (Weber Shandwick 2014a, 5-7, 9-10). Policies are also needed in order to manage the employee activism that already happens on social media (e.g. Boudreaux 2011, 274-285). There will be more digital noise distracting the messaging companies and customers, as well as the customer-to-customer conversation that exploded along the internet revolution (Sheehan 2010, 10-13). Thus it is important to recognize the touch points where organizations can meet their customers that wander around preparing for purchase decisions and commitments (Divol et al. 2012, 2-4). Many companies have followed the footsteps of Zappos, a pioneer in harnessing employee and customer engagement through social media (Weinberg 2009, 134-135).

### 6.2 It's time to tweet

Since Twitter already has raised its profile as a growing communications and customer service channel at Finnair (and as a potential marketing tool as well), some attention should be paid to the qualities that Twitter users share in the survey results, as well as try to find the potential employees that would migrate to use Twitter if they were provided some support. One of Twitter's advantages over the more popular social media channels (such as the social networking services Facebook and Google+) is that by default it has a more open nature to content sharing. While Facebook does provide a usable customer service and marketing platform for most companies, many of its users are only actually interacting with people they already knew when they joined the service. Twitter makes new connections between people much easier, and the same opportunities to connect are open for companies and organizations as well.

LinkedIn shares the very same quality of making new connections, but usually they are based on existing acquaintances from the real world. In addition, user and company content in LinkedIn are with very few exceptions targeted at the employment market or opportunities of professional collaboration.

Then there are platforms that are so content-driven, such as YouTube, Vimeo or some of the photo sharing services that while they may provide a suitable advertising channel for companies, they still gain relatively little interaction with their users outside the context of the content. In fact, some of those services seem to have a much larger number of users compared with the amount of contributing content creators. This is no surprise considering how making a video, or even taking a photo with a good camera and sharing it requires quite a bit more effort than a simple status update. This comparison also goes to show that there may be no benefit in trying to categorize social media services or trends too strictly. Some media channels have more social dimensions to them than others, and some are poorer in relevant content than others. But any user-driven platform, such as Twitter, does enable an individual twist to even the simplest content.

Another benefit of Twitter is the relatively low commitment it requires from its users and its mobility. Anybody can register and set up their profile in a minute or two and start following other users. Tweeting is easy unless the purpose is to write a novel – but in case a user has a novel or a blog they want to promote, that can easily be done with Twitter, too, from a smartphone. Privacy matters are also pretty straightforward with Twitter: the user has a possibility to limit the visibility of their tweets to their followers only (and the user can either accept or ignore following requests) – or their tweets are public to anybody, including non-registered browsers of Twitter feeds through various channels and tools. The general rule of thumb with any social media services – if it's private, don't share it – applies here as well, although that should not mean that content sharing should be anonymous and bland. Personality and privacy can co-exist successfully.

There is another service that was included in the survey and shares some of the qualities of Twitter that I mentioned: Instagram – especially in its low commitment level and in the ability to share content easily and quickly. Sure, Instagram is based on photos and short videos, but it is a mobile-driven service that encourages its users to

share their moments instantaneously (hence the name) rather than compose professional photos with precise editing.

### 6.3 Final thoughts

Social media may not be for everybody, but assuming more and more employees are adopting new channels, new devices and new abilities, organizations cannot ignore the enormous potential that its employees hold to tint the company image with brilliant tones.

Finnair has struggled with profitability for several years now, and the employees' trust and patience have been put to test along a number of cost-saving actions, including redundancies. But there is a significant amount of employees who identify with an international and dynamic Finnair brand that looks into a future of passenger aviation. The company has taken steps to support the positive buzz that can take its digital footprint to new destinations. The channels are open and the employees are on air.

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## **Finnair Social Media Guidelines**

Social media has become a part of people's lives, including both Finnair customers and employees. The use of social media can easily extend to all areas of life, both at work and during leisure time.

Openness and sharing information are part of the nature of social media: things which were once private, such as working life, have now become more public. It is often difficult to draw the line between private and work-related roles and between personal and confidential matters: How much information about myself am I prepared to share? In what roles do I appear in social media? How do I separate the roles I have in work and leisure time? Is it possible, and is it even necessary? Each of us needs to ponder these kinds of questions.

As the use of social media becomes more common, a need arises for rules to clarify the situation. The goal of these guidelines is to encourage Finnair employees to use social media and benefit from it as well as possible. The purpose of the guidelines is also to help Finnair employees understand what kind of behaviour permitted and expected of them.

The guideline will be adapted to suit the development of social media and the shifts in the ways it is used. Its purpose is also to be easy to understand and reasonable, so that we all can commit to it and agree together that this is the way we operate.

Keep in mind a few rules of thumb:

- We at Finnair are not the CIA, but we aren't the Big Brother house either. We want people to discuss things openly, but there are certain matters that have no place in the public sphere. Some examples are matters related to safety, customers, trade secrets or inside matters which could be damaging to Finnair or your colleagues if publicly discussed.
- Stick to your own area of expertise and to matters you know and are familiar with. Tell people your role when you are participating in conversations.

- Remember that (whether you want to or not) you represent Finnair even when you do not necessarily feel you do. To your Facebook friends, for example, you are a Finnair employee, even if you think you are just hanging out on Facebook as a private individual on your own time.
- The internet never forgets. The things you write can stay in the memory of the net even after you have deleted them.
- Social media networks are semi-public spaces. Your pictures, comments and messages may be viewed by a much wider audience than what you had originally intended (in fact, they may even be owned by the service provider!). Be careful when posting sensitive matters in social media outlets.

### **How Finnair operates in social media**

Finnair's way of operating in social media is actually no different from how we normally work with customers and colleagues. The leading principles of our operations, also in social media channels, are individuality, permission to do and presence.

### ***Individuality***

#### **I treat people as people and as individuals.**

- Listen to what people say and how they speak. Set yourself on the same wavelength.
- It is easy to get an idea of what a person is like when you look into the matter a little. (On Twitter, for example, people tell others things about themselves on their own profiles.) Take some time to figure out what kind of person you are dealing with.
- People appreciate honesty and candour. Be first to admit your mistakes and do not be afraid to apologise whenever there is even a slight need.
- Be friendly and polite. Small, kind words can change the tone of a conversation completely!

#### **I take responsibility for the customer's experience**

- Customers are not interested in our internal distribution of tasks or organisational structure. They want to deal with their matters with one person. We do burden customers or bounce them around. Instead, we work together so that we can get their matters dealt with.
- If you notice a conversation or question regarding Finnair that you know the answer to, you can answer it. Remember to clearly indicate your role when

participating in the discussion (e.g. “I work at Finnair and this matter is not my area of responsibility, but I am pretty sure that...”). It is OK to admit that you do not know, but that you will figure it out or determine where to find more information or the right person to talk to.

- If you do not know the answer, a good strategy is to link to Finnair’s website or direct the inquirer to customer service.

### ***Permission to do***

#### **It is always OK**

- to let your own personality show, even on the internet
- to have opinions. These can be expressed in social media, too.
- to say that you work for Finnair.
- to be entertaining and show your sense of humour.
- to use social media at work.
- to change your mind and your opinions. However, be open when you do so. If you edit something you write online, explain why.

#### **It is never OK**

- to publicly denigrate, taunt or bully your employer, customer or partner in cooperation – this includes social networks such as Facebook. Even if you are not always happy with your employer, we expect that you will still show a certain level of loyalty. By criticising Finnair publicly you are degrading our intellectual property, the value of Finnair’s reputation.
- to poke fun at someone’s religion, personal characteristics, political views, race or sexual orientation.
- to joke about safety matters.

### ***Presence***

#### **I am present**

- Give the customer your undivided attention in online conversations, too.
- Put yourself in the same state of mind as the person you are talking to. Sometimes you will need to use a more official tone, sometimes you can tone it down and relax.
- Finish any conversation you start, even if you notice that you are the underdog.

- Answer promptly. Even if you do not have an answer ready right away, it is wise to notify the customer that you are figuring it out and will get back to them in a moment.
- Answer all direct questions and express to the customer that you have seen/read (and understood!) the comments left by people

**Be calm and unhurried**

- Never let a discussion provoke you. Even if you get worked up, do not let it show on the outside.
- Stop for a moment and think before you publish anything. Everything you publish will remain online forever. Even if you delete your comments (or blog posts, etc.), it may still be found on other websites and in caches.

(English version addressed to Finnair's regional cabin crew in 2013.)

## Survey questions in Finnish



### KYSELY FINNAIRILAISILLE: SOSIAALINEN MEDIA JA SISÄLLÖN JAKAMINEN

Hei!

Opiskelen Metropolia Ammattikorkeakoulussa ja teen Mediatuottamisen YAMK-koulutusohjelman opinnäytetyötä. Minua kiinnostaa miten finnairilaisuus näkyy sosiaalisessa mediassa ja miten finnairilasta sisällön jakamista verkossa voitaisiin edistää. Tätä varten haluan kartoittaa muutamia taustamuuttujia lyhyen kyselyn avulla.

Vastauksesi on arvokas riippumatta siitä kuinka paljon tai vähän käytät sosiaalista mediaa. Kyselyyn vastaaminen tapahtuu nimettömänä ja se vie noin viisi minuuttia.

Voit vastata kyselyyn yhden kerran.

*Kysely sulkeutuu automaattisesti 500 vastaajan jälkeen, kuitenkin viimeistään tiistaina 23.4. klo 23:59.*

Kiitos vastauksistasi!

Nuutti Toivonen  
Metropolia Ammattikorkeakoulu



Seur.

## Taustatietosi

### \* 1. Sukupuoli

- Nainen  
 Mies

### \* 2. Syntymävuosi

### \* 3. Liiketoimintayksikkö tai tukipalvelu jossa tällä hetkellä työskentelet:

- Asiakaspalvelu  
 Finnair Cargo  
 Finnair Flight Academy  
 Finnair Technical Services tai Finnair Engine Services  
 HR  
 IT & Business Development  
 Kaupallinen  
 Operations tai Operational Maintenance  
 Resurssinhallinta  
 Muu (esim. lakiasiat, sisäinen tarkastus, talous ja hankinta, viestintä)

### \* 4. Valitse seuraavista vaihtoehtoista se, joka parhaiten kuvaa työrytmiäsi ja työskentely-ympäristöäsi:

- Säännöllinen päivätyö  
 Vuorotyö lentävässä miehistössä  
 Vuorotyö muussa toiminnossa



Edell.

Seur.

## Laitteet: älypuhelin

**\* 5. Onko sinulla säännöllisessä käytössäsi kosketusnäyttöinen älypuhelin?** Kyllä Ei

Edell.

Seur.

**\* 6. Mikä on säännöllisessä käytössäsi olevan kosketusnäyttöisen älypuhelimien käyttöjärjestelmä?** Apple iOS BlackBerry OS Google Android Linux Meego Symbian Windows Phone tai Windows Mobile En tiedä Muu (täsmennä)

Edell.

Seur.

## Laitteet: tablet-tietokone

**\* 7. Onko sinulla säännöllisessä käytössäsi kosketusnäyttöinen tablet-tietokone?**

- Kyllä  
 Ei



Edell.

Seur.

**\* 8. Mikä on säännöllisessä käytössäsi olevan kosketusnäyttöisen tablet-tietokoneen käyttöjärjestelmä?**

- Apple iOS  
 Google Android  
 Windows  
 En tiedä  
 Muu (täsmennä)



Edell.

Seur.

## Sosiaalisen median palvelut

Jos et nykyisin käytä lainkaan mitään mainituista palveluista, sinun ei tarvitse valita mitään.

### 9. Valitse ne palvelut, joita nykyisin käytät\* silloin tällöin tai useammin:

**\* sisällön lukeminen, katseleminen, kuunteleminen, tykkääminen jne.**

- blogit
- Facebook
- Flickr
- Foursquare
- Google+
- Instagram
- LinkedIn
- Picasa
- Pinterest
- Qzone
- RenRen
- Sina Weibo
- Twitter
- Vimeo
- Youku
- YouTube



Edell.

Seur.

## Sisällön jakaminen

Jos et nykyisin jaa sisältöä mihinkään mainituista palveluista, sinun ei tarvitse valita mitään.

**10. Valitse ne palvelut, joihin nykyisin jaat sisältöä\* silloin tällöin tai useammin:**

**\* *blogikirjoitus, statuspäivitys, kysymys, kommentti, valokuva, video, käyttäjäprofiilin päivittäminen, linkki lehtiartikkeliin / nettisivulle jne.***

- blogit
- Facebook
- Flickr
- Foursquare
- Google+
- Instagram
- LinkedIn
- Picasa
- Pinterest
- Qzone
- RenRen
- Sina Weibo
- Twitter
- Vimeo
- Youku
- YouTube



Edell.

Seur.

## Käyttötottumuksesi

**\* 11. Valitse seuraavista kuvauksista se, joka parhaiten vastaa nykyisiä käyttötottumuksiasi:**

- Käytän sosiaalista mediaa jokseenkin säännöllisesti, ja tuon finna-ilaisuuteni siellä esille melko avoimesti
- Käytän sosiaalista mediaa jokseenkin säännöllisesti, mutta en juurikaan tuo finna-ilaisuuttani siellä esille
- Käytän sosiaalista mediaa vähän tai en ollenkaan

**\* 12. Valitse seuraavista se tekijä, joka omalla kohdallasi eniten rajoittaa tai estää sosiaalisen median käyttöä:**

- Olen huolissani yksityisyydestäni
- Koen että tietotekniset käyttötaitoni eivät ole riittävät
- En ole erityisen kiinnostunut sosiaalisen median käytöstä
- En koe rajoituksia tai esteitä sosiaalisen median käyttöön

**13. Valitse seuraavista se tekijä, joka omalla kohdallasi eniten rajoittaa tai estää finna-ilaisuutesi tuomista esille sosiaalisessa mediassa:**

- Työhöni liittyvät tapahtumat tai sisällöt eivät ehkä ole riittävän kiinnostavia
- En ole varma millaista sisältöä on sopivaa julkaista
- Haluan pitää työni erillään sosiaalisen median identiteetistäni
- En koe rajoituksia tai esteitä finna-ilaisuuteni tuomisessa esille sosiaalisessa mediassa
- Käytän sosiaalista mediaa vähän tai en ollenkaan



Edell.

Seur.

## Rajoitusten ja esteiden poistaminen

### 14. *Vapaaehtoinen kysymys:*

**Miten finnairilaisuuden näkymistä sosiaalisessa mediassa ja finnairilaista sisällön jakamista verkossa voitaisiin mielestäsi parhaiten edistää? Mieti puoli minuuttia ja tiivistä ajatuksesi tai ehdotuksesi muutamaan sanaan.**



Edell.

Seur.

Klikkaamalla "Loppu" -nappia tallennat vastauksesi ja kysely sulkeutuu.



Edell.

Loppu

## Survey questions in English



### SURVEY FOR FINNAIR EMPLOYEES: SOCIAL MEDIA AND CONTENT SHARING

Hi!

I study at the Metropolia University of Applied Studies and I'm working on my thesis for a Master's degree in Media Production and Management. I'm interested in how being a member of the Finnair working community shows in social media and how online content sharing with a Finnair twist could be promoted. For this purpose I would like to collect some background data with a brief survey.

Your answer is valuable regardless of how much or little you use social media. You will answer the survey anonymously and it'll take about five minutes.

You can take the survey one time.

*The English version of the survey will close automatically after 200 participants, but latest on **Tuesday, 23rd of April at 23:59 Finnish time.***

Thank you for your contribution!

Nuutti Toivonen  
Metropolia University of Applied Studies



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## Your background information

**\* 1. Gender**

- Female
- Male

**\* 2. Year of birth**

**\* 3. Your current business unit or support function:**

- Customer Service
- Finnair Cargo
- Finnair Flight Academy
- Finnair Technical Services or Finnair Engine Services
- HR
- IT & Business Development
- Commercial
- Operations or Operational Maintenance
- Resource Management
- Other (e.g. Legal, Internal Audit, Finance & Control and Procurement, Communications)

**\* 4. Select the one choice of the following that best describes your working hours and working environment:**

- Daytime job with regular hours
- Working shifts as a crew member
- Working shifts in another function



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Devices: smartphone

**\* 5. Do you have a touchscreen smartphone in regular use?**

- Yes
- No



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**\* 6. What is the operating system of the touchscreen smartphone that you have in regular use?**

- Apple iOS
- BlackBerry OS
- Google Android
- Linux
- Meego
- Symbian
- Windows Phone or Windows Mobile
- I don't know
- Other (specify)



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## Devices: tablet computer

**\*7. Do you have a touchscreen tablet computer in regular use?**

- Yes  
 No



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**\*8. What is the operating system of the touchscreen tablet computer that you have in regular use?**

- Apple iOS  
 Google Android  
 Windows  
 I don't know  
 Other (specify)



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## Social media services

If you currently don't use any of the mentioned services, you don't have to select anything.

### 9. Select the services that you currently use\* at least now and then:

*\* reading content, watching content, listening to content, liking etc.*

- blogs
- Facebook
- Flickr
- Foursquare
- Google+
- Instagram
- LinkedIn
- Picasa
- Pinterest
- Qzone
- RenRen
- Sina Weibo
- Twitter
- Vimeo
- Youku
- YouTube



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## Content sharing

If you currently don't share content to any of the mentioned services, you don't have to select anything.

**10. Select the services to which you currently share content\* at least now and then:**

***\* blog post, status update, question, comment, photo, video, updating your user profile, link to an article / website etc.***

- blogs
- Facebook
- Flickr
- Foursquare
- Google+
- Instagram
- LinkedIn
- Picasa
- Pinterest
- Qzone
- RenRen
- Sina Weibo
- Twitter
- Vimeo
- Youku
- YouTube



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## Habits

**\* 11. Select the one choice of the following that best describes your current habits:**

- I use social media somewhat regularly, and I quite openly bring out that I am from Finnair
- I use social media somewhat regularly, but I don't really bring out that I am from Finnair
- I use social media little or not at all

**\* 12. Select the one choice of the following that the most limits or prevents your use of social media:**

- I'm concerned about my privacy
- I feel that my computer skills are not sufficient
- I'm not especially interested in using social media
- I don't find limits or obstacles to using social media

**\* 13. Select the one choice of the following that for you, in social media, the most limits or prevents bringing out that you are from Finnair:**

- The events or content related to my work may not be interesting enough
- I'm not sure which kind of content is okay to share
- I want to keep my work separate from my social media identity
- I don't find limits or obstacles to bringing out in social media that I am from Finnair
- I use social media little or not at all



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Removing limits or obstacles

**14. Voluntary question:**

**Showing membership of the Finnair working community in social media and online content sharing with a Finnair twist – in your opinion, how could these best be promoted? Think for half a minute and compact your thoughts or suggestions into a few words.**



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By clicking "Done" you will save your answers and the survey will close.



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Done